



## Judicial Council of California · Administrative Office of the Courts

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# REPORT TO THE JUDICIAL COUNCIL

For business meeting on: August 22, 2013

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Title

AOC Restructuring: Efficiencies and  
Restructuring at the Center for Judiciary  
Education and Research (CJER)

Agenda Item Type

Information Only

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Submitted by

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### **Executive Summary**

The Center for Judiciary Education and Research (CJER) has a rich tradition of providing education and training to the judicial branch. It has evolved to meet the needs of the courts during its 40-year history and has been reshaped and restructured by multiple factors, including changes in funding, technology, and staffing. Reductions in funding and personnel over the past several years, in combination with implementing directives of the Judicial Council arising from the Strategic Evaluation Committee's final report, have necessitated a restructure of CJER. Overall, staff has been reduced by 37 percent. The restructuring has created numerous efficiencies in how CJER both develops its educational products and leverages existing curricula for new audiences. CJER continues to sustain its core mission of providing high quality education to the trial and appellate courts as well as providing other essential services associated with this mission.

### **Previous Council Action**

Before providing information on the restructure in CJER, it is worth noting the growth and development of the organization over the past 40 years, as well as some of its major milestones:

- CJER was established in 1973 as a result of a collaborative agreement between the Judicial Council and the California Judges Association that ensured stable funding as well as an effective structure for providing education to superior, municipal, and justice court judges. Consequently the two organizations would cease to offer duplicate programs, the Judicial Council would transfer all of its educational activities to CJER, and the CJA would relinquish its administration of the Judicial College.
- In 1993, the relationship between the Judicial Council and the CJER Governing Committee was more clearly formalized, with the CJER Governing Committee becoming an advisory committee to the Judicial Council with the responsibility for making recommendations to the council for improving the administration of justice through comprehensive and quality education and training for judicial officers and other judicial branch personnel. (Cal. Rules of Ct., rule 10.50.)
- In 1994, the Judicial Administration Institute of California (JAIC), the administrative education department of the AOC, was merged with CJER, and CJER was folded into the AOC as the Education Division/CJER and its director became part of the AOC management team, with shared responsibility for the whole organization. The Education Division/CJER was now responsible for judicial and administrative education in the branch.
- In 1995, the Judicial Council added education as one of the five strategic goals: *“Achieve the goals of the Judicial Council through judicial branch education and professional development.”*
- In 1996, the CJER Governing Committee conducted a strategic planning session to reassess governance and structure in judicial branch education and recommended that its membership be expanded to include three court administrators or executive officers so that it could effectively take responsibility for judicial branch administrative and leadership education in addition to its responsibilities for judicial education.
- During the 1990s, in response to initiatives in other states and preliminary discussions in the California Legislature, the CJER Governing Committee recommended to the Judicial Council that it establish education requirements for new judges and justices. Rule 970 of the California Rules of Court was adopted, effective January 1996, to implement that recommendation.
- In 1999, the CJER Governing Committee recommended, and the Judicial Council adopted Standards of Judicial Administration that acknowledged the importance of education in improving the fair, effective, and efficient administration of justice, and which stated that judges should consider participation in educational activities to be part of their official duties.
- In an effort to ensure the professional competency of judges and court personnel to most effectively serve the public, the Governing Committee spent three years (2003–2006)

studying whether a complete system of education requirements for the judicial branch should be recommended to the Judicial Council. It ultimately recommended new rules dealing with education requirements for trial court judges and personnel to the Judicial Council in October 2006. The council approved an alternative proposal, establishing education expectations, as opposed to requirements, for trial court judges and requiring judges to report their participation to their presiding judges who, in turn, would report on that participation to the Judicial Council at the end of every education cycle.

- In 2006, the council directed the Governing Committee to submit recommendations for education rules pertaining to education requirements for appellate justices and personnel. These recommendations were adopted effective 2008.
- In 2009, the Executive and Planning Committee requested that the CJER Governing Committee review its current education development model to determine whether revisions would increase effectiveness in achieving the goal of providing high quality education for branchwide professional excellence. The result of this review was a new education development model that provides greater oversight and involvement by the Governing Committee in approving an overarching two-year education plan for the branch as well as a more streamlined committee structure for the many judicial branch audiences CJER serves.
- In 2010, and at the request of the Judicial Council, the CJER Governing Committee conducted an extensive evaluation of the rules related to judicial branch education. Based on the feedback from the evaluation, along with issues that had been raised during the initial three-year education cycle, modifications to the rules that would give individuals more flexibility in obtaining their education hours were proposed by the Governing Committee and approved by the Judicial Council in 2011.
- In March 2011, Chief Justice Cantil-Sakauye created the Strategic Evaluation Committee (SEC) to conduct an in-depth review of the Administrative Office of the Courts, the staff agency to the Judicial Council, with a view toward promoting transparency, accountability, and efficiency. As a part of the SEC report and their recommendations, CJER was assigned 10 Judicial Council directives to complete. As of August 2013, 9 of the directives have been completed and accepted by the Judicial Council.
- At the request of the CJER Governing Committee, the name of the Office of Education/Center for Judicial Education and Research was changed to the Center for Judiciary Education and Research, reflecting the broad mission of CJER in providing education, training, and resources to the judicial branch.

## **Methodology and Process**

This section provides information on restructuring within CJER that occurred as a result of budget and personnel reductions as well as the implementation of directives adopted by the Judicial Council following the release of the SEC report in 2012.

Restructuring efforts include:<sup>1</sup>

- Reducing the total number of staff (including regular, temporary, intermittent, and retired annuitants) from **104** in June 2011 to **67** in July 2013
- Converting temporary staff who worked at CJER more than six months to regular employees
- Reclassifying four temporary intermittent staff to regular intermittent staff
- Reducing the number of supervisors and managers in CJER from 15 to 11
- Consolidating all attorneys into one department under the supervision of a managing attorney
- Renaming units and departments to better reflect their functions
- Relocating staff to other divisions and offices (one to the Executive Office and nine to Office of Administrative Services)

In addition, the following specific changes have been made as a result of the Judicial Council directives:

**Judicial Council Directive 80.** *E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate the efficiencies identified by the working group reviewing all education for new judges to ensure that education is provided in the most effective and efficient way possible.* (SEC Recommendation 7-20)

This resulted in a thorough examination and review of new judge education by a workgroup appointed by the Governing Committee, which subsequently submitted that workgroup's recommendations, modified, to the Judicial Council for review and approval. In summary, the workgroup found, and the Judicial Council affirmed, that the current model is by and large effective and efficient. The report did recommend that for experienced judges returning to an assignment CJER explore developing shorter orientation programs. Additionally, the report recommended that the Governing Committee explore allowing the annual subject matter Institutes to satisfy this education expectation. The Judicial Council approved the Governing Committee's recommendations for new judge education at its June 2013 meeting.<sup>2</sup>

**Judicial Council Directive 82.** *E&P recommends that the Judicial Council support SEC Recommendation 7-20(c) with no further action, as the positions and activities related to the Court Case Management System in the Education Division have been eliminated, through the AOC's initiative to reduce costs and downsize its workforce and operations.* (SEC Recommendation 7-20(c))

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<sup>1</sup> The current organization chart for CJER is attached as Attachment A. There have been significant restructuring efforts, starting in May 2011, which have resulted in this new organization chart.

<sup>2</sup> Judicial Council of Cal., Advisory Com. Rep., Judicial Branch Education: Modifications and Revisions Proposed for New Judge Education, (June 28, 201). It can be found at [June 28, 2013 Meeting - judicial\\_council](#)

To support the CCMS deployment, CJER had moved existing staff into a separate unit, eliminated some of their existing work, or moved it to others in the division. After the Judicial Council decision to cancel CCMS deployment, this unit was eliminated and all staff were reassigned to their regular duties.

**Judicial Council Directive 83.** *E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate the impacts of a reduction in the size of the Production, Delivery, and Educational Technologies [PDET] unit and the reduction in services that would result, and provide the findings and recommendations to the Judicial Council. (SEC Recommendation 7-20(d))*

This directive was completed and accepted by the Judicial Council at its April 2013 meeting. During the past two years, the PDET unit was reduced by six staff, including:

- Two administrative coordinators,
- One administrative secretary, and
- Three temporary intermittent AV/video technicians.

Additionally, with the restructuring of the Administrative Office of the Courts, 10 positions in the Administrative Services Unit (ASU) were removed from CJER and relocated. Nine employees moved to a newly created office, the Office of Administrative Services within the Judicial and Court Administrative Services Division, and one position was moved to the Executive Office. The remaining 12 positions within ASU merged with PDET's Faculty and Course Services department, resulting in a more streamlined and efficient structure because the closely related services pertaining to faculty support, participant registration, and management of off-site programs could now be managed within a single department. This enabled more staff to be cross-trained which in turn made it easier to deploy staff as needed to complete projects.

There is one additional area of restructuring within PDET worth noting. Seven PDET staff who had been classified as temporary have now been converted to regular employees, effective July 2013. This was in response to Judicial Council Directive 47, which recommends that temporary staff should only work in that capacity for a limited time, not to exceed six months.

**Judicial Council Directive 84.** *E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate and consider reducing the positions assigned to develop training for AOC staff in the Curriculum and Course Development unit, especially if training requirements are relaxed. (SEC Recommendation 7-20(e))*

This directive has been completed and will be provided to the Judicial Council for acceptance at its August 2013 meeting. In summary, during the past two years, three positions responsible for court staff and AOC staff education were eliminated, and these responsibilities were distributed to other staff, thereby reducing resources available for AOC education. Additionally, an

administrative coordinator position devoted to AOC education was eliminated from the PDET unit (see above) thereby further reducing the resources devoted to AOC education. Based on these reductions, CJER has restructured its Leadership and Staff Education department and has made significant changes to AOC education:

1. CJER recently conducted a comprehensive review of all AOC education that resulted in
  - a. the elimination of low attendance courses, and
  - b. an extensive revision of the curriculum, which is now much more court focused in response to Judicial Council Directive 88, including the recommendation that AOC education include more opportunities to develop an understanding of court functions.
2. Judicial Council Directive 79 was submitted to the Judicial Council and approved at its June 28, 2013 meeting. This directive allows the Administrative Director to extend the deadline for AOC staff to complete their education requirements by one year and eliminates the requirement that 50 percent of the education must be completed through live, face-to-face education. On August 6, a memo was sent to all AOC staff regarding this rule revision with instructions on how it was to be implemented.
3. The Leadership and Staff Education department focuses on the development of education for court staff and leadership and then uses that education, as appropriate, for AOC staff. For example, CJER recently launched series of courses for AOC management that were adapted from existing courses designed for trial court managers and supervisors.

**Judicial Council Directive 85.** *E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate the impacts of a reduction in the size of the Administrative Services unit and the reduction in services that would result, and provide the findings and recommendations to the Judicial Council. (SEC Recommendation 7-20(e))*

This directive was completed and accepted by the Judicial Council at its April 2013 meeting. During the past two years, six personnel reductions were made in the ASU unit as a result of the Voluntary Separation Incentive Program, layoffs, and natural attrition, including:

- One senior administrative coordinator,
- One administrative coordinator,
- One administrative services assistant, and
- One secretary, one receptionist, and one office technician (all temporary employees).

The work of these positions was either eliminated, reduced, or assigned to remaining staff. For example, the loss of reception staff at the AOC resulted in no reception services on two floors. And as discussed above with respect to Judicial Council Directive 83, restructuring of the Administrative Office of the Courts resulted in 10 positions being removed from CJER and relocated to a new Office of Administrative Services and to the Executive Office.

**Judicial Council Directive 81.** *E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-20(b), taking into account the results of the classification and compensation studies to be completed.*

SEC Recommendation 7-20(b) reads as follows:

*(b) There are in excess of a dozen attorney positions in the Education Division in units such as Design and Consulting, and Publications and Resources, in addition to the Judicial Education unit. All attorney position allocations should be reviewed with a goal of reducing their numbers and/or reallocating them to non-attorney classifications. In particular, education specialist positions are staffed by attorneys, a staffing practice that appears unnecessary.*

Although CJER was not directly assigned the following Judicial Council directive to fulfill, it is mentioned here because this directive deals with attorney positions in CJER, and CJER has already taken steps to address some of the concerns raised in this directive.

To create efficiencies and address the issues raised by the SEC in relationship to attorney positions in CJER, the following actions have been taken:

1. All attorney positions in CJER have been consolidated into a single department under the supervision of a managing attorney. This consolidation of attorneys (all of whom have distinct subject matter expertise) into a single department will enhance the efficiency of developing the many CJER educational programs and products (e.g., publications, distance education courses, videos, broadcasts, webinars, and bench tools), because all of the attorneys will now be able to work on all related products and will no longer be limited to working solely on publications or solely on live events. This will also increase the level of service CJER provides to its judicial faculty because the attorneys will be more familiar with all of CJER's judicial programs and products.
2. The *managing attorney* who oversaw a separate Judicial Publications unit has retired and this position will be downgraded to an education attorney position (currently vacant) and those managerial functions have been folded into the remaining managing attorney responsibilities.
3. Elimination of a *manager* position, which had been staffed by an attorney. The work of the position was distributed to a senior manager and a senior education specialist.
4. Elimination of a *senior attorney* position, which had been vacated through the Voluntary Separation Incentive Program. Some of the work of this position was absorbed by other attorneys in CJER, and some work was eliminated. Specific programmatic reductions will be noted later in this report.

The CJER Governing Committee had multiple discussions during 2013 about the need for attorneys and their critical role in developing and providing continuing judicial education. Licensed attorneys are essential to write and update CJER's many legal publications, online courses, and legal education materials which are used by California's bench officers throughout their judicial careers. This is a tremendous service to the California Judiciary. After surveying and examining legal publishers nationwide, including CEB, West/Thomson/Reuters, and Lexis/Nexus, as well as the Federal Judicial Center, and several state judicial education agencies, it became clear that the use of attorneys in judicial education was a preferred practice because of the substantive value staff attorneys add to the judicial education process.

At CJER, attorneys draft the original legal content for publications and online courses and keep them current by conducting traditional legal research and analysis. Work is reviewed by judicial workgroups and committees. In addition, many judicial faculty members do not have the time to develop their education materials, and therefore rely on CJER attorneys for this work, including performing legal research; reviewing and integrating statutes and cases; and drafting case summaries, hypothetical problems, and checklists.

### **Concerns of Stakeholders**

During the review of governance, structure, and organization of the Judicial Council advisory groups, it was noted that the internal council committees should provide oversight of the various advisory committees, task forces, and ad hoc committees to ensure sufficient accountability and transparency. As a result, the CJER Governing Committee and the Executive Planning Committee held several meetings with the chair of the CJER Governing Committee to clarify the reporting relationship between the Governing Committee and the Judicial Council, and to request that the CJER chair bring additional matters to the council for its review, discussion, and approval. As noted above with respect to Judicial Council Directive 80, a workgroup commissioned by the CJER Governing Committee studied the current approach to new judge education to ensure it was provided in the most effective and efficient manner. The CJER Governing Committee reviewed and approved the workgroup's recommendations, with some minor changes, in February 2013. It was then submitted to the Judicial Council for its review and approval in June 2013.

In addition, as part of E&P's review and reorganization of the various advisory committees, task forces, and workgroups, it recommended that the CJER Governing Committee exercise more oversight with respect to the responsibilities of the Judicial College Steering Committee. As a consequence, the CJER Governing Committee recommended to E&P that the dean of the Judicial College (who also chairs the Steering Committee) be appointed as an advisory member of the Governing Committee, and this appointment was made.

### **Policy and Cost Implications**

Budget reductions, beginning in 2009, necessitated reductions in CJER programs and services to the trial courts. Direction and guidance for these budget reductions were provided by the CJER

Governing Committee and by the Trial Court Budget Working Group (now Advisory Committee). As the examples below illustrate, these budget reductions were structured to minimize the impact on the courts and to maintain access to high quality judicial education.

One way to continue providing essential education was by using a lower cost venue for live programming. For example, instead of offering the Court Clerk Training Institute in an off-site venue, CJER moved the program to an AOC facility, thereby dramatically lowering the costs for food and room rental. Another approach involved delivering education using lower-cost delivery methods such as broadcasts, videoconferencing, WebEx, short online education products, and filming the live, face-to-face sessions to post on Serranus. The online environment has become a major venue for providing judicial education for the branch in this difficult fiscal environment. This is a positive step in effectively utilizing existing technology to provide education. Attachment C lists the specific programmatic reductions, along with the operational efficiencies utilized during this period of budget constraints.

While staffing and budget reductions, along with restructuring, have resulted in fewer live, face-to-face statewide programs provided, CJER has continued to provide a wide range of judicial branch education offerings. The CJER Governing Committee and CJER staff are committed to providing high quality education and professional development to enhance the ability of all individuals serving in the judicial branch to achieve high standards of professionalism, ethics, and performance. Ensuring access to judicial education while accommodating diminished resources is the primary impetus for utilizing a wider array of methods for providing education (e.g., using more distance education and local programming) and for creating operational efficiencies, for instance, moving more program materials online.

Attachment D provides information on what CJER was able to offer the judicial branch during fiscal year 2012–2013. The wide range of programming as well as distance education highlights the commitment to judicial education and to the creativity and flexibility of CJER staff. These programs and products are a result of the work of the CJER Governing Committee’s curriculum committees and the process of developing a two-year judicial branch education plan.

## **Summary of Findings**

Under the guidance of the CJER Governing Committee, CJER continues its mission to develop and provide high quality education to the branch. During the past several years, CJER has experienced some reductions that, in turn, have stimulated several efficiencies in its operations and in how education programs are developed.

In summary, the reductions and restructuring of CJER over the past 18 months include<sup>3</sup>:

- Reducing the total number of staff (including regular, temporary, and intermittent staff, and retired annuitants) from **104** in June 2011 to **67** in July 2013;

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<sup>3</sup> For convenience, a staffing history chart is provided in Attachment B.

- Converting temporary staff who worked at CJER more than six months to regular employees;
- Reclassifying four temporary intermittent staff to regular intermittent staff;
- Reducing the number of supervisors and managers in CJER from 15 to 11, which included
  - downgrading a vacant *managing attorney* position to an education attorney position (currently vacant) and transferring those responsibilities to the remaining managing attorney, and
  - eliminating a *manager* position and distributing those responsibilities to a senior manager and a senior education specialist;
- Eliminating a *senior attorney* position; and
- Reducing and transferring 10 positions as a result of AOC restructuring.

### **Next Steps**

The increase in distance education has necessitated greater focus on CJER’s online presence and this will continue into the near future. A small workgroup of judges provided input in reorganizing the education web pages on Serranus into “Toolkits,” which include all of the educational resources for each judicial assignment, organized by content area and subtopic. This has greatly improved the ability of judges to access information on Serranus. Efforts are now in process to integrate all judicial education web pages, creating a one-stop site for bench officers and court staff to access distance education, check the calendar for upcoming programs, and then register online for those programs. This redesign effort, done in consultation with a new workgroup of judges and court staff, should be completed during this coming fiscal year.

Particularly within the past fiscal year, the CJER Director and the Governing Committee have heard from judges that they want an increase in live, face-to-face education. Many individuals appreciate the opportunity to access judicial education online, without the time and cost of travel; however, many others prefer the chance to interact in person with their colleagues at education programs. CJER needs to constantly assess the way in which it provides judicial branch education to ensure it is meeting the needs of the bench and of court staff. This is an ongoing process that will continue in the next fiscal year.

### **Relevant Strategic Plan Goals and Operational Plan Objectives**

Judicial Council Strategic Goal V, Education for Branchwide Professional Excellence

### **Attachments**

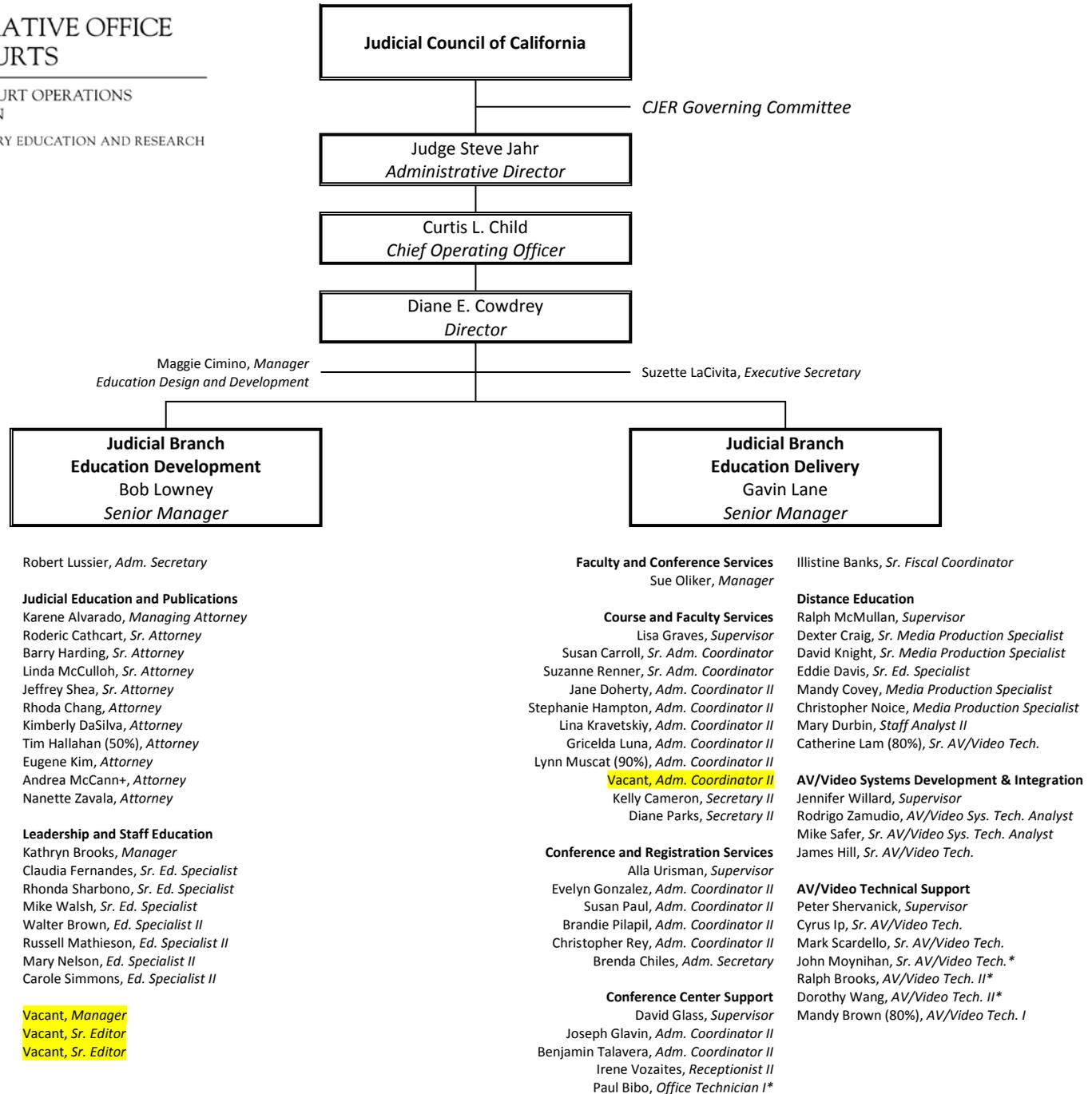
1. Attachment A: CJER Organization Chart
2. Attachment B: Staffing Chart for the Center for Judiciary Education and Research
3. Attachment C: CJER Programmatic Reductions and Operational Efficiencies, 2009–2013
4. Attachment D: Judicial Branch Education Programs and Products Provided by CJER During Fiscal Year 2012–2013



# ADMINISTRATIVE OFFICE OF THE COURTS

JUDICIAL AND COURT OPERATIONS  
SERVICES DIVISION  
CENTER FOR JUDICIARY EDUCATION AND RESEARCH

## Attachment A



\*Intermittent employee  
+Located at regional office

## Attachment B

### Center for Judiciary Education and Research (CJER) Staffing History

|  |   | June 30<br>2011            | December 31<br>2011          | June 30<br>2012              | December 31<br>2012          | July 31<br>2013<br>(Current) |
|--|---|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| <b>Data generated by the Human Resources Services Office. Includes data on all authorized positions.</b>                 | <b>Position Status Report (PSR)</b>           |                            |                              |                              |                              |                              |
|  | Total number of employee FTEs                 | 84.50                      | 77.90                        | 71.15                        | 62.15                        | 66.10                        |
|  | Total number of position FTEs                 | 92.50                      | 81.50                        | 81.50                        | 67.50                        | 70.50                        |
|  | Vacancies                                     | 8.00                       | 3.60                         | 10.35                        | 5.35                         | 4.40                         |
| <b>Data generated by CJER . All employees are represented in whole numbers and all temporary employees are included.</b> | <b>Interpretation of Numbers/ Headcount</b>   |                            |                              |                              |                              |                              |
|  | Total number of regular employees             | 86                         | 80                           | 72                           | 63*                          | 67                           |
|  | Total number of 909 employees                 | 12                         | 11                           | 11                           | 7*                           | 0                            |
|  | Total number of agency (temp) employees       | 4                          | 5                            | 1                            | 1                            | 0                            |
|  | Total number of retired annuitants            | 2                          | 2                            | 0                            | 0                            | 0                            |
|  | <b>Total number of people working in CJER</b> | <b>104</b>                 | <b>98</b>                    | <b>84</b>                    | <b>71</b>                    | <b>67</b>                    |
| <b>Change from June 2011</b>   |   | <b>(6)</b><br>6% reduction | <b>(20)</b><br>19% reduction | <b>(33)</b><br>32% reduction | <b>(37)</b><br>36% reduction |                              |

\*AOC Restructuring effective October 2012

- Seven regular positions transferred internally to other AOC Offices (Position numbers: 0802, 1186, 2355, 0599, 0797, 0600, 0799)
- Two temporary (909) positions transferred internally to other AOC Offices (Admin. Services Assistant II positions)

07/31/2013 Vacancies:

- Position 0587 (Administrative Coordinator II) = **1.0**; search for replacement ongoing
- Position 0564 (Senior Editor) = **1.0**; search for replacement ongoing
- Position 1201 (Senior Editor) = **1.0**
- Position 0582 (Manager) = **1.0**
- Position 0780 and position 0596 work 0.8 time (this accounts for the **0.4** vacancy)

Attachment C  
Center for Judiciary Education and Research (CJER)  
Programmatic Reductions and Operational Efficiencies  
2009-2013

- Eliminated Continuing Judicial Studies Program (CJSP)
- Cancelled participation in the 2009 Bench-Bar Biennial Conference
- Eliminated Western States Court Leadership Academy
- Reduced by 50% the following institutes, offering them every other year:
  - Juvenile Law Institute
  - Family Law Institute
  - Probate and Mental Health Institute
  - Civil Law Institute
  - Criminal Law Institute
  - Science and the Law
  - Human Resources Institute
  - Probate and Conservatorship Institute
  - Trial Court Judicial Attorneys
- Reduced number of paid faculty
- Cancelled the 2011 Appellate Justices Institute
- Cancelled the 2011 Appellate Judicial Attorneys Institute
- Eliminated 8 hours from the Witkin Judicial College
- Reduced number of faculty and meals at the New Judge Orientation program
- Eliminated Technical Assistance grants to local courts
- Eliminated lodging for participants attending ICM courses
- Reduced faculty development programs
- Reduced in-state travel for CJER staff
- Reduced by 50% the number of Court Clerk Training Institutes (CCTI)
- Reduced the number of programs on fairness education
- Discontinued the *Great Minds* broadcast series
- Eliminated 3 webinar programs in the area of civil law (*Discovery, SLAPP, Water Law*)
- Eliminated a civil law update video
- Eliminated regional programs in the area of civil law (*Evidence: Civil and Criminal, Civil Harassment*)
- Cancelled the 2010 ADA Statewide Conference
- Eliminated 2012 ADA Statewide Conference and provide content via distance education and regional programs
- Increased distance education opportunities, including bringing faculty to AOC studio and filming their presentations to post on Serranus, taping sessions at all Institutes to post on Serranus
- Moved the Court Clerk Training Institute (CCTI) to an AOC facility instead of an off-site venue
- Moved the Supervising Judges Institute to an AOC facility instead of an off-site venue

Attachment C  
Center for Judiciary Education and Research (CJER)  
Programmatic Reductions and Operational Efficiencies  
2009-2013

- Using a workgroup, redesigned CJER education web pages on Serranus so judges could more easily access distance education and online resources
- Reduced number of live, face-to-face committee meetings
- Initiated pilot to use WebEx as an alternative to live, face-to-face education programs
- Reduced receptionist services
- Reduced mail, shipping and printing services
- Eliminated individual water bottles in AOC meeting rooms, using water coolers for a nearly 50% savings
- Initiated a training effort in partnership with local courts, which provides speakers requested by the presiding judge with CJER funding travel costs
- Initiated a regional training effort, to bring programs to locations around the state at low-cost venues
- Reduced the number of evaluations for each program, and used online evaluations as appropriate
- Renegotiated the Xerox maintenance services contract two separate times, with the first savings at approximately \$50K and the second renegotiation saving \$45K
- Reduced cell phone usage to only one phone in the division, for the Director
- As appropriate, eliminated using binders for program materials and switching to lower cost alternatives

# Attachment D

## Fiscal Year 2012 – 2013

### Judicial Branch Education Programs and Products

#### Provided by the Center for Judiciary Education and Research

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During the 2012/2013 fiscal year, CJER produced a wide array of education programs and products for its audiences including: Justices, Judges, CEOs, and court staff. All of these items were part of the 2012 – 2014 Education Plan approved by the CJER Governing Committee. Below is the approximate volume of programs and products offered to the branch during this time frame, with several examples provided within each category. In addition to this, CJER is regularly asked to develop programs and products not called for in the plan. For example, the Supreme Court Advisory Committee on the Code of Judicial Ethics revised the Canons of Judicial Ethics which now require education for candidates for judicial office. CJER, working in collaboration with CJA and the State Bar, developed an online course on judicial campaign ethics.

- 36 Statewide Programs
  - Appellate Justices Institute, BE Within Judicial College, Supervising Judges Institute, Court Clerk Training Institute
- 34 Regional Programs
  - Qualifying Ethics, Evidence, Core 40, Fundamental Issues of Caseload Management
- 4 Local Programs
  - Procedural Fairness, Transgender Bias Prevention
- 14 Video Lecture, Video Simulations and/or Ten Minute Mentor programs
  - Appellate Practice Basics, Sexual Harassment Prevention, Expedited Jury Trials
- 18 New Broadcasts
  - Ethical Issues for Court Leadership, Seeking Alternative Funding Sources, Business Process Reengineering, Courthouse security, Customer Service, Orientation for Appellate Staff
- 6 Video Conferences
  - Citing Out-of-State Statutes and Cases, Business Writing for the Courts
- 11 Webinars
  - Sentencing Update: Changes to 3-Strikes, Complex Property, Introduction to Dependency
- 22 Online Course Updates
  - Judicial Ethics for New Judges, Unlawful Detainer, Traffic Cases
- 6 New Bench Tools
  - Allowance of Creditor's Claim, Case Initiation in Probate, Juvenile Terminology
- 14 Benchbooks, Bench Handbooks, and Bench Guides updates.
  - Misdemeanor Arraignment, DUI Proceedings, Custody and Visitation