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Dear Participant:

On behalf of the Board of Trustees, the Faculty and Staff, welcome and thank you for enrolling in this course.

You are joining (or rejoining) the thousands of NJC alumni who represent the best of the judiciary in the United States and many other countries. I'm always gratified to hear NJC judges say that they have not only been satisfied with the education they have received from us but have formed friendships with classmates and faculty that have lasted a lifetime. The Chinese philosopher Mencius said, "Friends are the siblings God never gave us." I wish you a large family.

The NJC's mission is to make the world a more just place by educating and inspiring its judiciary. If you find evidence in this class that we're on the right track, please help. Donations are needed to ensure that this nonprofit, nonpartisan organization lives on to serve the cause of justice for generations to come. You can make a secure, tax-deductible donation online right now by visiting judges.org/donate.

Thank you being part of the NJC family, for keeping the promise of equal justice under law and striving for a judicial career of distinction. We are here to help you.

Truly yours,



Hon. Benes Z. Aldana (Ret.)
President



THE NATIONAL
JUDICIAL COLLEGE

Education | Innovation | Advancing Justice

THE NATIONAL JUDICIAL COLLEGE CLOUD

JUDICIAL LEADERS IN CLIMATE SCIENCE

MARCH 14-17, 2022

Dear National Judicial College participant:

The National Judicial College will be utilizing an online file repository called the **NJC Cloud** to provide you with course material as well as additional resource material not included in the course binder.

You will be able to access the files for this course for one year. Please follow these instructions:

- Go to [REDACTED]
- Log in with the course user name and password (below)
- Click on the title of the file you want to download in the menu of available files
- In the new screen, click "Download" then "Open," "Save," or "Cancel" when prompted



If you need assistance accessing the files, please contact
Erin O'Brien [REDACTED]



THE NATIONAL
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Wi-Fi Instructions

Go to settings

Find the network titled "UNR-Guest"

It will take you to a registration portal and prompt you to enter your email address or your phone number, accept 'Terms of Use' and click "Register"

You will receive an email or text message with login information including a username and password

Go back to the portal and enter the username and password, accept the 'Terms of Use' and click 'Log In'

This should give you wireless access for the next five consecutive days without re-registering.

Leadership Practices Cases – Group Assignments

Dear participants –

In the following pages, you will find five case studies, one for each of the five transformational leadership practices (MICEE). Each participant is assigned to one of the five cases. Please check the table below to find which case you have been assigned to.

Before class tomorrow (Thursday), please do the following:

1. Read all of the case studies.
2. For the case study to which you are assigned, reflect on the associated questions using the material provided specifically for the case.
3. During tomorrow's session, you will be working with your group to analyze "your" case. Your group spokesperson will present your group's recommendations.

Case Study	Participants
<u>Model the Way</u> The Reluctant Judge	Elizabeth Emerson, Sam Scheele, Ryan Cadagin, David Mann, Charles (Scott) Jackson
<u>Inspire a Shared Vision</u> From a Vision to a Shared Vision: Why Is It So Hard?	Stacy Boulware Eurie, Bonnie Sudderth, Peter Cahill, Charlie Cunningham
<u>Challenge the Process</u> Don't Fix What's Not Broken	Tom Harmon, Tom Durkin, Tom Stockard, Mayra Huergo, Lynn Knight
<u>Enable Others To Act</u> Who Cares?	Bill Montgomery, Lissette Toro, Joseph Montalbano, Michael DiReda
<u>Encourage the Heart</u> Too Little, too Late	Mannie Arietta, Travis Laster, Rebecca Duncan, Serge Georges, Linda Warner

Activity: Non-Judgmental Active Listening

With a partner, you'll take turns discussing your thoughts and feelings on the topics below. You'll switch roles back and forth as speaker and listener.

The point of this exercise is for the listener to:

- Pay attention to the speaker's total communication (content and feelings).
- Get the other person's perspective.
- Take an inquiring rather than an advocating position.
- Practice paraphrasing. (Consider both content and feelings.)

While the speaker is talking, the listener should follow these guidelines:

DO NOT	DO
Interrupt	Listen attentively: mindfully
Give in to internal distractions	Listen with understanding: non-judgmentally and non-critically
Give advice	Face the person with an open, relaxed posture
Spend too much time talking	Use nonverbal behaviors to acknowledge the speaker—eye contact, head nodding, leaning forward, etc.

Directions:

- **The speaker starts with topic #1.**
- **The listener then paraphrases (puts in own words) what s/he thinks the speaker is saying.** (e.g., "What I hear you saying is..." "It sounds like..." "You feel that...")
- **The speaker then either confirms (the listener was correct) or clarifies (what was meant).** (e.g., "Yes, that's what I meant," "Well, not quite. There's more to it...")
- **If desired, the listener can then ask nonjudgmental follow-up questions to try to make sure they're understanding the speaker, including their feelings.** (e.g., "Tell me more about..." "Help me understand..." etc.)
- **After that, trade roles as speaker and listener and do #1 again. Take turns on each of the topics** (trading roles; each person getting a chance to be a speaker and a listener on each topic).

Topics: (You can adapt the wording if that's helpful.)

#1. "The aspect of leadership I most want to work on after this program is _____ because _____. My first step to working on it will be"

#2. "Something I wish I knew more about related to climate science is _____. Knowing this would help me"

#3. "If I had to pick three words to describe how I'm feeling about trying to be a judicial leader in climate science, they would be _____, _____, and _____ because"

If time: #4. "I think my background as a/n _____ affects how I listen because"

Kim Franks Case Study*

Judge Kim Franks has been a trial court judge for seven years. Recently, the state's chief justice asked Judge Franks to spearhead the development of a case management system. The court has 15 judges and about 40 court staff members. Judge Franks is known for putting in long hours (usually between 45 and 50 hours per week). There is never a moment when Judge Franks isn't doing something to either manage the docket or improve the court system in some way. Employees' reactions to Judge Franks are strong and varied: some like the judge's style, while others don't. Those who like the judge talk about efficiency, clear goals, and they feel they've accomplished something at the end of the day. Those who don't like the judge's style complain the judge is driven, rarely takes a break, and doesn't socialize with the staff. They suggest the judge is hard to relate to, and that it is not fun to work at the court. The judge notices the different reactions. This bothers the judge, but the judge doesn't know what to do about it. The judge also has a busy home life with a spouse and three children.

Redacted

* Case Study Adapted from Peter Northouse.

**NJC Conference Event Dinner at the
Wild River Grill**

**Wednesday ~ March 14th 2022
10 South Lake Street**

6:00 p.m. No Host Bar, 6:30 p.m. Dinner

If you are bringing a guest, please pre-purchase a \$60.00 dinner ticket from NJC 2nd Floor Window by 12:00pm Monday. *Vaccine card required.

RSVP

Name: Bill Montgomery Yes/No — Paid Guest _____ Yes/No

**Please provide copy of guest vaccine card with this RSVP to your program manager/course administrator.*

NJC Conference Event Dinner



an artful, nature inspired dining experience

17 South Virginia Street - on the south side of the river

Wednesday at 6:00 p.m.

6:00 p.m. Cash Bar / 6:30 p.m. Dinner

The Eldorado

W. 3RD STREET

W. COMMERCIAL ROW

Reno's Famous Arch

Corner of W. Commercial
and N. Virginia

Whitney Peak Hotel

W. 2ND STREET

Club Cal-Neva

W. 1ST STREET

W. 1ST STREET

City Plaza
Open Pavilion Area

**Wild
River
Grille**

ISLAND AVENUE

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