

Strategic
Planning
Document

2015-
2020

NASJE

NATIONAL ASSOCIATION OF STATE JUDICIAL EDUCATORS

Acknowledgement

Many thanks to the following individuals for all of their efforts in the creation of this strategic planning document:

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National Association of State Judicial Educators
5-Year Strategic Plan
2015 - 2020

Summary

The NASJE 5-year strategic plan encompasses two main areas: membership and management/operations. The plan includes the following goals:

- *Implement membership growth strategies for NASJE.*
- *Maximize the benefits of membership by expanding member services and resources and deepening the relationship among members to increase knowledge, effectiveness, and the capacity for individual and collective action.*
- *Open and expand communication channels among all members of NASJE and others engaged in judicial branch education.*
- *Strengthen the national and international presence of NASJE.*
- *Explore options for the long-term management of NASJE.*
- *Implement best business practices within the organization to ensure financial stability to support NASJE's programs and services.*

Our Vision

"To advance the administration of justice through excellence in judicial branch education."

Our Mission

The National Association of State Judicial Educators (NASJE) advances the administration of justice by providing support, education, and resources to educators who develop quality continuing education for judicial officers and judicial branch personnel.

Who We Serve

In 1973, the National Association of State Judicial Educators (NASJE) began with a meeting of six state judicial educators. In 1975, NASJE adopted its constitution and bylaws, formalizing its existence as an association. Its members now include judicial branch educators from over 47 states and territories, several foreign countries, and leading national education providers. The work of NASJE and its members directly benefit the judiciary, court administrators and staff, and ultimately, the public.

Programs, Resources, and Services

- Education and professional development for individuals engaged in judicial branch education
- Core competencies and curriculum designs for judicial branch educators
- Networking and collaborative opportunities for members through annual conferences, webinars, committees, website, and social media
- Resource clearinghouse for members and partner organizations
- Forum for the development of progressive theories of judicial education
- Judicial education research and development
- Principles and standards for judicial branch education

Core Values

NASJE is a member-driven organization which exists to maximize the resources of its members in accordance with the organization's vision and mission statements. In an effort to be mindful about decision-making within NASJE, it is important to articulate core values of the organization and its members.

Leadership— NASJE strives to be on the cutting edge of leadership and faculty development, resource sharing, and collaboration between and among judicial educators.

Cooperation and Collaboration — NASJE recognizes the benefits that accrue to our members when we share our resources, expertise, time, and energy with our partner organizations.

Adaptability— NASJE intends to be a nimble, flexible, and dynamic organization, able and willing to adapt to the evolving needs of members, new research findings about adult education, and the shifting landscape of technology.

Diversity— NASJE recognizes that its members come with an array of mindsets, perspectives, and cultural backgrounds and strives for awareness and inclusion of those differences. NASJE serves individuals with diverse roles, including judges, court staff, judicial system partners, and the public. NASJE recognizes that its members may have diverse missions, disparate resources, and distinct needs. Decisions undertaken on behalf of the organization are made with the greatest respect for and support of these differences.

Education— NASJE values the robust exchange of information and ideas among its members, and with those outside of the organization with whom it may conduct business. The organization works to promote, develop, and advance member education.

Strategic Planning Process

The current strategic planning process began with a “Planning to Plan” session in early 2014 with the NASJE Board under the leadership of 2013-2014 President Jill Goski. The facilitated discussion focused on the future of NASJE, how to develop a strategic plan,

and how to engage the membership in the process. At the session, Board members analyzed the strengths and weaknesses of NASJE, opportunities for improvement, and challenges faced by the organization. Mission, vision, and value statements were drafted by the Board. An online survey was conducted to elicit feedback from members on the draft statements. From there, a plenary session was held during the 2014 Annual Conference to solicit member input on the mission/vision/values of NASJE and the organization's future. Under 2014-2015 President Kelly Tait's leadership, the survey and session information was compiled and edited versions of the mission and vision statements were presented at the Board's 2015 mid-year meeting. At that point, the revised versions of the mission and vision statements were published on the website for member response. The Board also agreed on a timeframe and process for the development of a five-year plan. Lee Ann Barnhardt, North Dakota Director of Judicial Branch Education, was tapped to chair a committee consisting of representatives from the Board and NASJE's standing committees. That committee met multiple times to develop goals and objectives for NASJE 5-year strategic plan. The draft plan was presented to the Board in September 2015 and then provided to the membership for comments through the NASJE website, distribution to committee chairs, and a webinar. The completed plan [will be] presented to the membership at the 2015 Annual Conference.

Goals & Objectives

I. Membership Goals

Goal A: Implement membership growth strategies for NASJE.

Objectives:

- 1) Educate court leadership on the benefits of NASJE membership for their staff engaged in judicial branch education.

- 2) Create an “onboarding package” for NASJE that court managers or other organizational leaders can present to new hires within the field of judicial branch education.
- 3) Utilize social media and the NASJE website as tools to reach potential new members.
- 4) Develop promotional material that can be used to market NASJE.
- 5) Conduct target marketing in the host region prior to the annual conference to attract new members.
- 6) Implement a targeted membership drive to ensure that each state and U.S. territory is represented in NASJE, maintaining a primary focus on judicial branch educators, but remaining open to all who are interested in judicial branch education. To this end, NASJE will:
 - a. Identify all educators within the court systems in order to target promotional materials and reach all individuals engaged in judicial branch education.
 - b. Develop a recruitment strategy to attract individuals with an interest in judicial branch education from partner organizations.
 - c. Adapt educational/conference offerings and resources to attract new members whose jobs relate to continuing education efforts within the judicial branch, including an emphasis on applying adult education methods to hard skills training such as computer software or case management systems.

Goal B: Maximize the benefits of membership by expanding member services and resources and deepening the relationship among members to increase knowledge, effectiveness, and the capacity for individual and collective action.

Objectives:

- 1) Survey members to determine whether NASJE membership is successful in meeting their needs and expectations and assess their level of satisfaction.
- 2) Develop a membership profile to determine where the members work, their organizational structure, and the scope of their work to better determine their professional needs and interests.
- 3) Assess the effectiveness of the current orientation program for new judicial branch educators including mentors, available resources, and the fundamentals course.
- 4) Develop a web-based orientation for new members.
- 5) Offer regularly scheduled national and regional webinars based on the needs and interests of membership.
- 6) Develop a searchable/accessible membership directory which includes areas of responsibility and expertise.
- 7) Fully develop the members' only section of the NASJE website as an all-purpose resource depository to capture effective practice strategies in judicial branch education.
- 8) Develop a searchable index of model programs, content experts, and faculty.
- 9) Publish a "white paper" annually that explores issues and trends related to judicial branch education.
- 10) Establish a searchable electronic knowledgebase of NASJE's curricular resources and archived education programs including the following: curriculum designs; JERITT monographs; NASJE competencies and principles; webinars; and conference materials.

Goal C: Open and expand communication channels among all members of NASJE and others engaged in judicial branch education.

Objectives:

- 1) Further develop the NASJE website as the “go-to” site for information/resources related to judicial branch education as well as the “public face” of the organization.
- 2) Publish regular news updates that promote membership achievement and showcase the work of members.
- 3) Create a Facebook page for NASJE and use it to drive traffic to the NASJE website to increase exposure.
- 4) Develop policy regarding the on-going management of NASJE’s social media accounts including, but not limited to, LinkedIn and Facebook.
- 5) Maintain a searchable directory of members, partners, useful contacts and sponsors.

II. Management/Operational Goals

Goal A: Strengthen the national and international presence of NASJE.

Objectives:

- 1) Formalize relationships between NASJE and key organizations to increase partnerships and cooperation and determine a coordinated strategy for maintaining those relationships.

- 2) Expand NASJE's presence at other court-related conferences such as National Association for Court Management, Conference of State Court Administrators, Conference of Chief Justices, American Bar Association, American Judges Association, Court Technology Conference, eCourts, and the International Organization for Judicial Training.
- 3) Develop a long-term plan for participating in joint conferences.
- 4) Encourage NASJE members to teach/present at other court-related conferences.
- 5) Work closely with the National Center for State Courts to find and promote opportunities for international work within the area of judicial branch education.
- 6) Market NASJE as THE expert source on continuing education for courts.

Goal B: Explore options for the long-term management of NASJE.

Objectives:

- 1) Investigate administrative models for NASJE to include the viability of an association office and executive director.
- 2) Assess the current Board composition and encourage the nomination of candidates for office who represent the membership profile.
- 3) Assess and adapt the communication process between the Board and the committees to make sure goals, objectives, and activities are clearly conveyed.
- 4) Review the role, composition and charge of committees and utilize committees to encourage and support opportunities for collaboration as well as improve the functionality of the organization.

Goal C: Implement best business practices within the organization to ensure financial stability to support NASJE's programs and services.

Objectives:

- 1) Develop criteria and process for writing, receiving, and managing grants.
- 2) Define the purpose of the endowment fund, set an initial fundraising goal, and develop a specific plan for raising the desired funds.
- 3) Develop site selection criteria and clear budget guidelines for NASJE's annual conference.
- 4) Create a conference site selection sub-committee to the Conference Committee to propose dates and locations to the Board and draft and review hotel and other vendor contracts.
- 5) Formalize the scholarship process for the annual conference to include budgeting for a set number of scholarships and establishing criteria for selecting recipients.
- 6) Consider inviting vendors, particularly those related to technology, distance learning, program management, etc., to the annual conference as an additional revenue stream.