



Judicial Council of California · Administrative Office of the Courts

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REPORT TO THE JUDICIAL COUNCIL

For business meeting on April 24-25, 2014

Title	Agenda Item Type
Judicial Branch Education: 2014–2016 Education Plan	Action Required
Rules, Forms, Standards, or Statutes Affected	Effective Date
None	July 1, 2014
Recommended by	Date of Report
CJER Governing Committee Hon. Robert L. Dondero, Chair Hon. Theodore M. Weathers, Vice-Chair	March 26, 2014
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Executive Summary

The Governing Committee of the Center for Judicial Education and Research (CJER) recommends approving the 2014–2016 Education Plan, effective July 1, 2014. Developed by the CJER Governing Committee for all the judicial branch audiences that CJER serves, this education plan contains training and education programs and products that enable those audiences to fulfill the education requirements and expectations outlined in rules 10.451–10.491 of the California Rules of Court.

Recommendation

The CJER Governing Committee reviewed and unanimously approved the education plan for fiscal years 2014–2015 and 2015–2016 and now recommends that the Judicial Council approve the plan, effective July 1, 2014. Judicial Council approval will enable the CJER Governing Committee and CJER staff to initiate the education and training they are required and expected to deliver to the multiple judicial branch audiences they serve. The overall plan—including

which audience(s) a program or product serves, the method of delivery, and the curriculum committee that recommended the program or education product—is attached at pages 7–37.

Previous Council Action

As part of the CJER Governing Committee’s 2009 Annual Agenda, the internal Executive and Planning Committee (E&P) of the Judicial Council directed that the Governing Committee review its current education development model, including the current structure of its education committees, and analyze whether and how the roles and structure regarding education development should be changed to increase effectiveness in achieving the goal of providing high-quality education for branchwide professional excellence. Under this direction, the Governing Committee, in November 2009, instituted a new education development model in which 22 existing education committees were restructured into nine curriculum committees. This new model streamlined the process by which education was developed for all of the judicial branch audiences the Governing Committee serves. Attachment D lists the membership of the CJER Governing Committee and the nine curriculum committees.

The nine new curriculum committees provided the Governing Committee with their respective prioritized recommendations for a two-year education plan. This new model significantly departed from the previous process wherein the education committees developed and delivered education largely independent from the CJER Governing Committee. The new model ensures that the CJER Governing Committee approves education for the judicial branch and, using the two-year education plan, oversees the execution of all the education it approves and makes modifications in the plan as circumstances warrant (e.g., reduction in funding, staffing attrition, emerging issues requiring new training). This model greatly increases the accountability of the Governing Committee’s responsibility to the Judicial Council and allows for a far more transparent process to develop and deliver education to the judicial branch.

After the restructure and development of the first two-year education plan, the CJER Governing Committee reported to the Judicial Council on its implementation at the October 26, 2012, council meeting. The purpose of that report was to provide an overview regarding the education plan’s execution and the extent to which the plan met the educational objectives established by the CJER Governing Committee. The Governing Committee reported that the 2010–2012 Education Plan had been successfully executed and that it had met the educational objectives that the committee had established at the outset of approving that education plan.

Just before that October meeting, in August 2012, the Judicial Council adopted recommendations of the Strategic Evaluation Committee regarding the restructuring and realignment of the Administrative Office of the Courts. The council created directives based on those recommendations. Two of those directives related to the education plan process. Directive #86 (see Attachment E to this report) directs that CJER conduct true cost-benefit analyses in determining the types of training and education it provides for new judicial officers and others and report to the Judicial Council on the results. Analyses are to include types, lengths, and locations of programs; delivery methods; and the costs to courts. Because the CJER Governing

Committee is the body that determines the types of training provided, CJER developed a process whereby all of the programs and products determined to be high-cost items would undergo an additional rigorous analysis by both the relevant curriculum committee as well as the Governing Committee before being approved. This new cost-benefit analysis process was submitted as the response to Directive #86 and approved by E&P in March 2013. The Governing Committee subsequently integrated this process in the development of the 2014–2016 Education Plan by requiring its curriculum committees to submit for review and approval cost-benefit analyses for their high-cost items. These analyses are included in this report at Attachment A.

Judicial Council Directive #80 relates to efficiencies in education, directing the Administrative Director of the Courts to evaluate the efficiencies identified by the working group that reviews all education for new judges to ensure that education is provided in the most effective and efficient way possible. This directive was approved by E&P in April 2013, and subsequently the full report of the New Judge Education Workgroup was brought to the council on June 28, 2013, and approved.

Rationale for Recommendation

Approving the 2014–2016 Education Plan will enable the CJER Governing Committee and CJER staff to fulfill their primary mission of developing and delivering education to the members of the Judicial Branch. Included in this education plan are all the live programs and courses, as well as the multiple distance-education products—such as broadcasts, webinars, online courses, and publications—that are developed for justices, judges, subordinate judicial officers, appellate clerk/administrators, court executive officers, and appellate and trial court management and staff. In effect, this education plan maps out the education and training CJER will be expected to develop and to deliver to the judicial branch July 2014 through July 2016.

The education plan was developed during months of work conducted by the Governing Committee’s curriculum committees and includes their prioritized recommendations for the next two years, including additional analysis on all high-cost education programs. These recommendations were then assessed by staff to determine if funding and staffing resources were sufficient to implement them. Finally, the Governing Committee reviewed and vetted the entire plan. The process has a high degree of transparency and review by judicial officers.

Comments, Alternatives Considered, and Policy Implications

Analysis of programs

Alternatives were considered throughout the education plan development process, beginning with the curriculum committees. These committees reviewed their respective curricula (civil, juvenile, family law, etc.) and determined what content should be provided using what method of delivery. For example, the Family Law Curriculum Committee submitted 41 separate recommendations, including 15 live statewide and regional programs, 9 short videos, 5 longer videos, 8 webinars, and so forth. The committee prioritized these recommendations, identifying 15 of them as priority 1 and the remainder as either priority 2 or priority 3. Recommendations

from the other eight curriculum committees followed a similar process. Prioritizing the recommendations enabled the Governing Committee to sift through the enormous number of recommendations in total and filter out the lower-priority items to ensure that the higher-priority items would likely be included in the final education plan. Another advantage of prioritizing the education recommendations is that the lower-ranked recommendations can easily be referenced during the development of the next education plan to determine if they should still be recommended and, if so, at what priority, enabling the Governing Committee to effectively track education recommendations over several plan cycles.

At its February 6, 2014 meeting, the CJER Governing Committee, in reviewing the education recommendations from its nine curriculum committees, considered several alternative content and delivery proposals¹. When the Governing Committee first met to begin reviewing the 2014–2016 Education Plan, staff noted that available resources were insufficient to deliver all of the committees’ highest priorities. The programs that were unable to be resourced were noted and discussed thoroughly by the Governing Committee. For example, the Probate and Mental Health Curriculum Committee recommended that a Probate Institute be held every year because the smaller regional programs offered throughout the year were ineffective for the audiences they were intended to serve (i.e., Judges in a probate assignment, probate attorneys, and probate examiners). The Criminal Law Curriculum Committee recommended the development of a separate multiday course on evidence. The Civil Law Curriculum Committee recommended that the existing two-day Evidence in Civil and Criminal Cases course be extended by one day and that the existing CEQA course be held annually instead of every other year. These were some of alternatives that the Governing Committee weighed in its effort to finalize a plan that could be accomplished with existing staff and funding resources.

After a thorough discussion, the Governing Committee provided direction to staff on these programs and asked them to conduct an additional resource analysis. Using that analysis, the Governing Committee determined that, for example, although resources were insufficient to hold the Probate Institute every year, an additional smaller and therefore less expensive statewide probate course should be held during the year when no institute is available because training for these audiences is extremely critical. The committee also determined that a separate course on criminal evidence, although a very worthwhile project on an important topic, could be omitted from the plan because another statewide evidence course is currently available. The committee determined that the existing two-day Evidence in Civil and Criminal Cases course should be expanded to three days and requested that the course include separate breakouts for civil and criminal law judges. And the committee recommended against holding the CEQA course each year but instead recommended increasing the number of participants allowed in the course and developing a CEQA benchguide that would provide the critical content to a wider audience. (This last decision was made after discussion with the CEQA faculty, one of whom is also a member of the Governing Committee.) With this direction, CJER staff was able to effectively

¹ Relevant excerpts of that meeting are contained in Attachment C to this report.

resource the 2014–2016 Education Plan as modified. The Governing Committee held a second meeting to review all modifications and then unanimously approved the plan.

Cost of programs

Another critical factor in determining which recommendations remained in the plan was the cost of those recommendations. As previously noted, the Governing Committee, at the direction of the Judicial Council, instituted a new process whereby high-cost items underwent separate cost-benefit analyses to confirm that the delivery methods selected were appropriate and outweighed their high costs. In identifying those high-cost items as part of the analysis of completing Directive #86, CJER staff reviewed the costs for developing and delivering all of its education products and ranked them accordingly. Not surprisingly, multiday events held at an off-site facility such as a hotel (e.g., the Criminal Law Institute) ranked highest.

Other education products, such as webinars or videoconferences, are considered medium- to low-cost items. These products (e.g., a conference call over a secure WebEx line) are not expensive to launch, and the content that must be developed is similar to that of any live 60- or 90-minute class. However, the high-cost items are considered more educationally effective in most cases, which is why the cost-benefit analyses proved to be so helpful for the Governing Committee. Ultimately, the Governing Committee decided on a plan that met the educational needs of the broadest scope of the judicial branch audiences with the available staff and financial resources.

Implementation Requirements, Costs, and Operational Impacts

Executing the 2014–2016 Education Plan will involve virtually all CJER staff as well as hundreds of volunteer faculty, workgroup members, and subject-matter experts throughout the state. As Attachment B, the 2014–2016 Education Plan Resource Analysis, details, this education plan is based on the projected State Trial Court Improvement and Modernization Fund (STCIMF) budget of approximately \$1.4 million each fiscal year. This is the projected baseline budget that was submitted to the Trial Court Budget Advisory Committee, and it has not yet been approved. For planning purposes, a baseline budget was needed for CJER staff to use in estimating its capacity to fulfill the Governing Committee plan. If the baseline budget is either reduced or augmented, the Governing Committee would need to revisit the education plan and make alterations accordingly, something that the Governing Committee has had to do in the past. As noted earlier, the Governing Committee, in approving the attached plan, considered many alternative recommendations from its curriculum committees and chose those recommendations that ensured the most effective use of financial and staffing resources to develop and deliver education to the judicial branch.

Education provided to the Supreme Court and the Courts of Appeal is funded neither by the STCIMF nor by general funds in CJER’s budget. Education funding for these audiences is housed in the Office of Appellate Court Services and overseen by the administrative presiding justices. As part of the development of the 2014–2016 Education Plan, staff of the Office of Appellate Court Services reviewed all education programs and products recommended for the Supreme Court and Appellate Courts to determine whether they were able to fund them.

Ultimately, they confirmed with CJER staff that they could adequately fund all of the recommendations, with the understanding that any changes in budget would necessitate additional review and possible modifications.

Relevant Strategic Plan Goals and Operational Plan Objectives

Approving this education plan furthers several of the Judicial Council's strategic goals:

- **Goal I, Access, Fairness, and Diversity**
The education plan contains significant education in the areas of access and fairness for all judicial branch members. Education in these areas furthers this critical strategic goal.

- **Goal II, Independence and Accountability**
The education plan is a comprehensive document that makes transparent the training and education the judicial branch provides to its members so that they are able to carry out their responsibilities for the judicial branch and to the public. This plan demonstrates that the judicial branch is accountable for the service its members provide to the public using education as one critical mechanism to ensure that the service is of the highest quality possible.

- **Goal IV, Quality of Justice and Service to the Public**
Ensuring that its members are appropriately trained and educated to fulfill their professional responsibilities to the public in the services they provide is a core value that is reflected in the education plan programs and products.

- **Goal V, Education for Branchwide Professional Excellence**
Education in and of itself is a significant goal for all members of the judicial branch, and this education plan embodies the training and education that will assist members of the judicial branch in achieving this goal.

Attachments

1. 2014–2016 Education Plan, at pages 7–37
2. Attachment A: CJER Governing Committee Cost-Benefit Analysis Form
3. Attachment B: 2014–2016 Education Plan Resource Analysis
4. Attachment C: Excerpt from the CJER Governing Committee meeting minutes of February 6, 2014
5. Attachment D: Rosters of the CJER Governing Committee and curriculum committees
6. Attachment E: Activity Reporting and Proposal Form, Judicial Council Directive #86

**Draft Education Plan
July 1, 2014 - June 30, 2016**

Product and Event Number	Courses, Programs & Products	Delivery Method or Venue	Approved Length of Course or Program	Approved Maximum Number of Funded Participants	Plan Year 2014-2015	Plan Year 2015-2016	Audience
Statewide Programs and Courses All programs are held at a government meeting facility unless otherwise noted							
New Judge Education and Judicial Assignment Orientation Courses							
14001	AB1058 Orientation course		1 day	10			SJOs
14002	AB1058 Orientation course		1 day	10			SJOs
14003	Advanced Felony Sentencing course	EAC - Fall	2 days	30			Judges
14004	Advanced Felony Sentencing course	EAC-Spring	2 days	30			Judges
14005	Advanced Felony Sentencing course	EAC - Fall	2 days	30			Judges
14006	Advanced Felony Sentencing course	EAC-Spring	2 days	30			Judges
14007	Advanced Homicide Trials course	EAC - Winter	2 days	30			Judges
14008	Appellate Justices Orientation	Held offsite	2 days	5			New Justices
14009	Appellate Justices Orientation	Held offsite	2 days	5			New Justices
14010	B.E. Witkin Judicial College of California	Held offsite	14 days	100			Judges, SJOs
14011	B.E. Witkin Judicial College of California	Held offsite	14 days	100			Judges, SJOs
14012	Basic Felony Sentencing course	EAC-Fall	2 days	30			Judges
14013	Basic Felony Sentencing course	EAC - Winter	2 days	30			Judges
14014	Basic Felony Sentencing course	EAC-Fall	2 days	30			Judges
14015	Basic Felony Sentencing course	EAC - Winter	2 days	30			Judges
14016	CEQA Overview course	EAC - Fall	2 days	50 trial court and 20 appellate court			Justices, Judges, SJOs, Attorneys
14017	Civil Law Basic Orientation course	PAO - Winter	4.5 days	20			Judges, SJOs
14018	Civil Law Basic Orientation course	PAO - Winter	4.5 days	20			Judges, SJOs

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14019	Civil Law Limited Jurisdiction, Small Claims, and Unlawful Detainer Orientation course	PAO - Fall	3 days	20			Judges, SJOs
14020	Civil Law Limited Jurisdiction, Small Claims, and Unlawful Detainer Orientation course	PAO - Fall	3 days	20			Judges, SJOs
14021	Civil Law Orientation for Experienced Judges course	PAO/EAC - Spring	3 days	20			Judges, SJOs
14022	Civil Law Orientation for Experienced Judges course	PAO/EAC - Spring	3 days	20			Judges, SJOs
14023	Criminal Law Orientation course	PAO - Fall	4.5 days	30			New Judges
14024	Criminal Law Orientation course	PAO - Winter	4.5 days	30			New Judges
14025	Criminal Law Orientation course	PAO/EAC - Spring	4.5 days	30			New Judges
14026	Criminal Law Orientation course	PAO - Fall	4.5 days	30			New Judges
14027	Criminal Law Orientation course	PAO - Winter	4.5 days	30			New Judges
14028	Criminal Law Orientation course	PAO/EAC - Spring	4.5 days	30			New Judges
14029	Death Penalty Trials course	EAC-Fall	2 days	20			Judges
14030	Death Penalty Trials course	EAC - Winter	2 days	20			Judges
14031	Death Penalty Trials course	EAC-Fall	2 days	20			Judges
14032	Death Penalty Trials course	EAC - Winter	2 days	20			Judges
14033	Family Law Orientation course	PAO - Fall	4.5 days	20			Judges, SJOs
14034	Family Law Orientation course	PAO - Winter	4.5 days	20			Judges, SJOs
14035	Family Law Orientation course	PAO - Fall	4.5 days	20			Judges, SJOs
14036	Family Law Orientation course	PAO - Winter	4.5 days	20			Judges, SJOs
14037	Homicide Trials course	EAC-Fall	2 days	30			Judges
14038	Homicide Trials course	EAC-Fall	2 days	30			Judges
14039	Homicide Trials course	EAC - Winter	2 days	30			Judges

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14040	Juvenile Delinquency Orientation course	PAO-Fall	4.5 days	20			Judges, SJOs
14041	Juvenile Delinquency Orientation course	PAO-Fall	4.5 days	20			Judges, SJOs
14042	Juvenile Dependency Orientation course	PAO-Winter	4.5 days	20			Judges, SJOs
14043	Juvenile Dependency Orientation course	PAO/EAC - Spring	4.5 days	20			Judges, SJOs
14044	Juvenile Dependency Orientation course	PAO-Winter	4.5 days	20			Judges, SJOs
14045	Juvenile Dependency Orientation course	PAO/EAC - Spring	4.5 days	20			Judges, SJOs
14046	New Judge Orientation course (NJO)		5 days	12			Judges, SJOs
14047	New Judge Orientation course (NJO)		5 days	12			Judges, SJOs
14048	New Judge Orientation course (NJO)		5 days	12			Judges, SJOs
14049	New Judge Orientation course (NJO)		5 days	12			Judges, SJOs
14050	New Judge Orientation course (NJO)		5 days	12			Judges, SJOs
14051	New Judge Orientation course (NJO)		5 days	12			Judges, SJOs
14052	New Judge Orientation course (NJO)		5 days	12			Judges, SJOs
14053	New Judge Orientation course (NJO)		5 days	12			Judges, SJOs
14054	New Judge Orientation course (NJO)		5 days	12			Judges, SJOs
14055	New Judge Orientation course (NJO)		5 days	12			Judges, SJOs
14056	New Judge Orientation course (NJO)		5 days	12			Judges, SJOs
14057	New Judge Orientation course (NJO)		5 days	12			Judges, SJOs
14058	New Judge Orientation course (NJO)		5 days	12			Judges, SJOs
14059	New Judge Orientation course (NJO)		5 days	12			Judges, SJOs
14060	New Judge Orientation course (NJO)		5 days	12			Judges, SJOs

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14061	New Judge Orientation course (NJO)		5 days	12			Judges, SJOs
14062	New Judge Orientation course (NJO)		5 days	12			Judges, SJOs
14063	New Judge Orientation course (NJO)		5 days	12			Judges, SJOs
14064	New Judge Orientation course (NJO)		5 days	12			Judges, SJOs
14065	New Judge Orientation course (NJO)		5 days	12			Judges, SJOs
14066	Probate Orientation course	PAO-Winter	4.5 days	20			Judges, SJOs, Attorneys, Examiners
14067	Probate Orientation course	PAO-Winter	4.5 days	20			Judges, SJOs, Attorneys, Examiners
14068	Traffic Orientation course	PAO/EAC - Spring	2 days	20			Judges, SJOs
14069	Traffic Orientation course	PAO/EAC - Spring	2 days	20			Judges, SJOs
14070	Domestic Violence Institute: Orientation to Judicial Skills		4 days	60			Judges, SJOs
14071	Nuts and Bolts of DV Cases: A Legal Orientation		4 hours	40			Judges, SJOs
14072	Nuts and Bolts of DV Cases: A Legal Orientation		4 hours	40			Judges, SJOs
14073	Nuts and Bolts of DV Cases: A Legal Orientation		4 hours	40			Judges, SJOs
14074	Nuts and Bolts of DV Cases: A Legal Orientation		4 hours	40			Judges, SJOs
Continuing Judicial Education - Education for Experienced Judges							
14075	Advanced Capital Case Roundtable	EAC-Spring	1.5 days	12			Judges
14076	Complex Civil Judges Workshop		1 day	20			Complex Civil Judges
14077	Complex Civil Judges Workshop		1 day	20			Complex Civil Judges
14078	Evidence: Combined Civil & Criminal	EAC - Fall	3 days	30			Judges

Draft Education Plan
July 1, 2014 - June 30, 2016

Product and Event Number	Courses, Programs & Products	Delivery Method or Venue	Approved Length of Course or Program	Approved Maximum Number of Funded Participants	Plan Year 2014-2015	Plan Year 2015-2016	Audience
14079	Evidence: Combined Civil & Criminal	EAC - Winter	3 days	30			Judges
14080	Evidence: Combined Civil & Criminal	EAC - Fall	3 days	30			Judges
14081	Evidence: Combined Civil & Criminal	EAC - Winter	3 days	30			Judges
14082	Experienced Probate and Mental Health Course	EAC - Fall	2.5 days	40			Judges, SJOs, Attorneys, Examiners
Continuing Judicial Education Courses - Domestic Violence Courses and Programs							
14083	Trafficking	PAO-Fall	2 days	25			Judges, SJOs
14084	Immigration	EAC - Fall	2 days	25			Judges, SJOs
14085	Immigration	EAC - Fall	2 days	25			Judges, SJOs
14086	Elder Abuse	PAO/EAC - Spring	2 days	25			Judges, SJOs
14087	Sexually Violent Predators	EAC	1 day	25			Judges, SJOs
14088	Handling Sexual Assault Cases	EAC - Winter	2 days	25			Judges, SJOs
14089	Handling Sexual Assault Cases	EAC - Winter	2 days	25			Judges, SJOs
14090	Ethics and Self-Represented Litigants	EAC	1 day	25			Judges, SJOs
14091	Firearms in Family Law, Dependency, and Domestic Violence, etc.)		1 day	25			Judges, SJOs
Continuing Judicial Education Courses - Statewide Institutes							
14092	Family Law Institute	Held offsite	2 days	101			Justices, Judges, SJOs
14093	Juvenile Law Institute	Held offsite	2 days	102			Justices, Judges, SJOs
14094	Civil Law Institute	Held offsite	2 days	71			Justices, Judges, SJOs
14095	Criminal Law Institute	Held offsite	2 days	90			Justices, Judges, SJOs
14096	Cow County Judges Institute	Held offsite	2 days	52			Rural Court Judges, SJOs

**Draft Education Plan
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Product and Event Number	Courses, Programs & Products	Delivery Method or Venue	Approved Length of Course or Program	Approved Maximum Number of Funded Participants	Plan Year 2014-2015	Plan Year 2015-2016	Audience
14097	Cow County Judges Institute	Held offsite	2 days	52			Rural Court Judges, SJOs
14098	Probate and Mental Health Institute	Held offsite	2 days	107			Justices, Judges, SJOs, Attorneys, Examiners
14099	Appellate Justices Institute	Held offsite	2 days	81			Justices

Leadership Training - Judicial

14100	Supervising Judges Institute		2 days	42			SJ
14101	Supervising Judges Institute		2 days	42			SJ
14102	PJ/CEO Court Management Program	Held offsite	2 days	77			PJs, CEOs
14103	PJ/CEO Court Management Program	Held offsite	2 days	77			PJs, CEOs

Leadership Training - Non-Judicial

no programs requested							
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Manager/Supervisor

14104	Institute for Court Management Courses (ICM): Visioning and Strategic Planning		2.5 days	25-30			Court Management
14105	Institute for Court Management Courses (ICM): Managing Human Resources		2.5 days	25-30			Court Management
14106	Institute for Court Management Courses (ICM): Education and Training and Development		2.5 days	25-30			Court Management
14107	Institute for Court Management Courses (ICM): Court Community Communications		2.5 days	25-30			Court Management
14108	Institute for Court Management Courses (ICM): High Performance Court		2.5 days	25-30			Court Management
14109	Institute for Court Management Courses (ICM): Fundamental Issues of Caseflow Management		2.5 days	25-30			Court Management
14110	Institute for Court Management Courses (ICM): Purposes & Responsibilities of Courts		2.5 days	25-30			Court Management

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14111	Institute for Court Management Courses (ICM): Court Performance Standards - CourTools		2.5 days	25-30			Court Management
14112	Institute for Court Management Courses (ICM): Essential Components		2.5 days	25-30			Court Management
14113	Institute for Court Management Courses (ICM): Managing Human Resources		2.5 days	25-30			Court Management
14114	Institute for Court Management Courses (ICM): Managing Technology Projects and Technology Resources		2.5 days	25-30			Court Management
14115	Institute for Court Management Courses (ICM): Visioning and Strategic Planning		2.5 days	25-30			Court Management
14116	Institute for Court Management Courses (ICM): Education, Training, and Development		2.5 days	25-30			Court Management
14117	Institute for Court Management Courses (ICM): Leadership		2.5 days	25-30			Court Management
14118	Institute for Court Management Courses (ICM): Managing Court Financial Resources		2.5 days	25-30			Court Management
14119	Institute for Court Management Courses (ICM): High Performance Court Framework		2.5 days	25-30			Court Management
14120	Institute for Court Management Courses (ICM): Fundamental Issues of Caseflow Management		2.5 days	25-30			Court Management
14121	Institute for Court Management Courses (ICM): Purposes & Responsibilities of Courts		2.5 days	25-30			Court Management
14122	Institute for Court Management Courses (ICM): Court Performance Standards - CourTools		2.5 days	25-30			Court Management
14123	Institute for Court Management Courses (ICM): Essential Components		2.5 days	25-30			Court Management
14124	Institute for Court Management Courses (ICM): Managing Human Resources		2.5 days	25-30			Court Management
14125	Institute for Court Management Courses (ICM): Managing Technology Projects and Technology Resources		2.5 days	25-30			Court Management

**Draft Education Plan
July 1, 2014 - June 30, 2016**

Product and Event Number	Courses, Programs & Products	Delivery Method or Venue	Approved Length of Course or Program	Approved Maximum Number of Funded Participants	Plan Year 2014-2015	Plan Year 2015-2016	Audience
14126	Institute for Court Management Courses (ICM): Visioning and Strategic Planning		2.5 days	25-30			Court Management
14127	Institute for Court Management Courses (ICM): Education, Training, and Development		2.5 days	25-30			Court Management
14128	Core 40		5 days	24			Supervisor
14129	Core 40		5 days	24			Supervisor
14130	Core 40		5 days	24			Supervisor
14131	Core 40		5 days	24			Supervisor
14132	Core 24		3 days	25			Managers
14133	Core 24		3 days	25			Managers
14134	Core 40-Part 2 Secondary course-Provides advanced supervisory skills, additional topics, and networking.		3 days				Supervisor
Court Personnel Institutes and Courses							
14135	Appellate Procedures - From Trial to Appellate Court course	CCTI	5 days	25-30			Trial and Appellate Court Staff
14136	Appellate Procedures - From Trial to Appellate Court course	CCTI	5 days	25-30			Trial and Appellate Court Staff
14137	Civil Procedures – Counter to Courtroom course	CCTI	5 days	25-30			Trial and Appellate Court Staff
14138	Civil Procedures – Counter to Courtroom course	CCTI	5 days	25-30			Trial and Appellate Court Staff
14139	Criminal Procedures – Counter to Courtroom course	CCTI	5 days	25-30			Trial and Appellate Court Staff
14140	Criminal Procedures – Counter to Courtroom course	CCTI	5 days	25-30			Trial and Appellate Court Staff
14141	Family Law Procedures - Counter to Courtroom course	CCTI	5 days	25-30			Trial and Appellate Court Staff
14142	Family Law Procedures - Counter to Courtroom course	CCTI	5 days	25-30			Trial and Appellate Court Staff

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Product and Event Number	Courses, Programs & Products	Delivery Method or Venue	Approved Length of Course or Program	Approved Maximum Number of Funded Participants	Plan Year 2014-2015	Plan Year 2015-2016	Audience
14143	Probate Procedures – Counter to Courtroom course	CCTI	5 days	25-30			Trial and Appellate Court Staff
14144	Probate Procedures – Counter to Courtroom course	CCTI	5 days	25-30			Trial and Appellate Court Staff
14145	Traffic Procedures – Counter to Courtroom course	CCTI	5 days	25-30			Trial and Appellate Court Staff
14146	Traffic Procedures – Counter to Courtroom course	CCTI	5 days	25-30			Trial and Appellate Court Staff
14147	Combined Juvenile Delinquency & Dependency Procedures – Counter to Courtroom course	CCTI	5 days	25-30			Trial and Appellate Court Staff
14148	Combined Juvenile Delinquency & Dependency Procedures – Counter to Courtroom course	CCTI	5 days	25-30			Trial and Appellate Court Staff
14149	Appellate Attorneys Institute	Held offsite	2 days	181			Appellate Attorneys
14150	Appellate Attorneys Institute	Held offsite	2 days	181			Appellate Attorneys
14151	Trial Judicial Attorneys Institute	Held offsite	2 days	150			Trial Attorneys
14152	Core Leadership and Training Skills		2.5 days	25-30			Leads and Seniors
14153	Core Leadership and Training Skills		2.5 days	25-30			Leads and Seniors
14154	Core Leadership and Training Skills		2.5 days	25-30			Leads and Seniors
14155	Core Leadership and Training Skills		2.5 days	25-30			Leads and Seniors
14156	Core Leadership and Training Skills		2.5 days	25-30			Leads and Seniors
14157	Core Leadership and Training Skills		2.5 days	25-30			Leads and Seniors
Training Coordinators and ADA Coordinators							
no programs requested							

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Regional Courses		All programs are held at a government meeting facility unless otherwise noted					
Judicial							
14158	Appellate Justices' Qualifying Ethics	held offsite (associated with Institute)	3 hours	100			
14159	Asbestos Cases	Regional	1 day or less				Judges
14160	Basic Felony Sentencing	Regional with webinar	1 day				Judges
14161	Basic Felony Sentencing	Regional with webinar	1 day				Judges
14162	Basic Felony Sentencing	Regional with webinar	1 day				Judges
14163	Basic Felony Sentencing	Regional with webinar	1 day				Judges
14164	Basic Felony Sentencing: Three Strikes and One Strike	Regional with webinar	1 day				Judges
14165	Basic Felony Sentencing: Three Strikes and One Strike	Regional with webinar	1 day				Judges
14166	Advanced Felony Sentencing: Gangs	Regional with webinar	1 day				Judges
14167	Advanced Felony Sentencing: Gangs	Regional with webinar	1 day				Judges
14168	Realignment Topics Including Supervision Hearings	Regional with webinar	1 day				Judges
14169	Realignment Topics Including Supervision Hearings	Regional with webinar	1 day				Judges
14170	Realignment Topics Including Supervision Hearings	Regional with webinar	1 day				Judges
14171	Realignment Topics Including Supervision Hearings	Regional with webinar	1 day				Judges
14172	Mentally Ill Defendants	Regional with webinar	1 day				Judges, SJOs
14173	Mentally Ill Defendants	Regional with webinar	1 day				Judges, SJOs
14174	Advanced Criminal Evidence	Regional with webinar	1 day				Judges, SJOs
14175	Advanced Criminal Evidence	Regional with webinar	1 day				Judges, SJOs
14176	Advanced Criminal Evidence	Regional with webinar	1 day				Judges, SJOs

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14177	Advanced Criminal Evidence	Regional with webinar	1 day				Judges, SJOs
14178	Gang cases	Regional with webinar	1 day				Judges, SJOs
14179	Gang cases	Regional with webinar	1 day				Judges, SJOs
14180	Homicide trials	Regional with webinar	1 day				Judges, SJOs
14181	Homicide trials	Regional with webinar	1 day				Judges, SJOs
14182	Criminal other topics	Regional	1 day				Judges, SJOs
14183	Criminal other topics	Regional	1 day				Judges, SJOs
14184	Hot Topics in Family Law	Regional	1 day				Judges, SJOs
14185	Hot Topics in Family Law	Regional	1 day				Judges, SJOs
14186	Hot Topics in Family Law	Regional	1 day				Judges, SJOs
14187	Hot Topics in Juvenile Law	Regional	1 day				Judges, SJOs
14188	Hot Topics in Juvenile Law	Regional	1 day				Judges, SJOs
14189	Hot Topics in Juvenile Law	Regional	1 day				Judges, SJOs
14190	Current issues for probate investigators	Regional	1 day				Probate Investigators
14191	Current issues for probate investigators	Regional	1 day				Probate Investigators
14192	Current issues for probate investigators	Regional	1 day				Probate Investigators
14193	Current issues for probate investigators	Regional	1 day				Probate Investigators

Manager/Supervisor

14194	Court Manager/Supervisor Regional Training – Business Process Reengineering	Regional	1 day				Mngrs/Supvs
14195	Court Manager/Supervisor Regional Training – Business Process Reengineering	Regional	1 day				Mngrs/Supvs
14196	Court Manager/Supervisor Regional Training – Business Process Reengineering	Regional	1 day				Mngrs/Supvs

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14197	Court Manager/Supervisor Regional Training – Business Process Reengineering	Regional	1 day				Mngrs/Supvs
14198	Court Manager/Supervisor Regional Training – Business Process Reengineering	Regional	1 day				Mngrs/Supvs
14199	Court Manager/Supervisor Regional Training – Business Process Reengineering	Regional	1 day				Mngrs/Supvs
14200	Court Manager/Supervisor Regional Training: Supervising and Managing in Today's Environment	Regional	1 day				Mngrs/Supvs
14201	Court Manager/Supervisor Regional Training: Supervising and Managing in Today's Environment	Regional	1 day				Mngrs/Supvs
14202	Court Manager/Supervisor Regional Training: Supervising and Managing in Today's Environment	Regional	1 day				Mngrs/Supvs
14203	Court Manager/Supervisor Regional Training: Supervising and Managing in Today's Environment	Regional	1 day				Mngrs/Supvs
14204	Court Manager/Supervisor Regional Training: Supervising and Managing in Today's Environment	Regional	1 day				Mngrs/Supvs
14205	Court Manager/Supervisor Regional Training: Supervising and Managing in Today's Environment	Regional	1 day				Mngrs/Supvs

Court Personnel

14206	Felony Sentencing	Regional	1 day				Criminal Staff
14207	Felony Sentencing	Regional	1 day				Criminal Staff
14208	Felony Sentencing	Regional	1 day				Criminal Staff
14209	Felony Sentencing	Regional	1 day				Criminal Staff
14210	Felony Sentencing	Regional	1 day				Criminal Staff
14211	Felony Sentencing	Regional	1 day				Criminal Staff
14212	Judgments OR Default Judgments	Regional	1 day				Family Staff

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14213	Judgments OR Default Judgments	Regional	1 day				Family Staff
14214	Judgments OR Default Judgments	Regional	1 day				Family Staff
14215	Judgments OR Default Judgments	Regional	1 day				Family Staff
14216	Judgments OR Default Judgments	Regional	1 day				Family Staff
14217	Judgments OR Default Judgments	Regional	1 day				Family Staff
14218	Advanced DMV Reporting (includes DMV Abstracts process)	Regional	1 day				Traffic Staff
14219	Advanced DMV Reporting (includes DMV Abstracts process)	Regional	1 day				Traffic Staff
14220	Advanced DMV Reporting (includes DMV Abstracts process)	Regional	1 day				Traffic Staff
14221	Overview of Traffic Citations; Contested Infractions (combined) and DMV Reporting	Regional	1 day				Traffic Staff
14222	Overview of Traffic Citations; Contested Infractions (combined) and DMV Reporting	Regional	1 day				Traffic Staff
14223	Overview of Traffic Citations; Contested Infractions (combined) and DMV Reporting	Regional	1 day				Traffic Staff
14224	Default, Default Judgments, and Enforcement Documents	Regional	1 day				Civil Staff
14225	Default, Default Judgments, and Enforcement Documents	Regional	1 day				Civil Staff
14226	Default, Default Judgments, and Enforcement Documents	Regional	1 day				Civil Staff
14227	Overlapping Issues and Ex Parte Communications	Regional	1 day				Probate Staff
14228	Overlapping Issues and Ex Parte Communications	Regional	1 day				Probate Staff
14229	Overlapping Issues and Ex Parte Communications	Regional	1 day				Probate Staff
14230	Statistical Reporting	Regional	1 day				Court Staff
14231	Statistical Reporting	Regional	1 day				Court Staff

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14232	Statistical Reporting	Regional	1 day				Court Staff
14233	Workplace Investigations and Reports	Regional	1 day				HR Staff
14234	Workplace Investigations and Reports	Regional	1 day				HR Staff
14235	Workplace Investigations and Reports	Regional	1 day				HR Staff
14236	Arbitration and PERB Issues	Regional	1 day				HR Staff
14237	Arbitration and PERB Issues	Regional	1 day				HR Staff
14238	Arbitration and PERB Issues	Regional	1 day				HR Staff
Local Courses							
14239	QE V core course	Local	3 hours				Justices, Judges, SJOs
14240	QE VI core course	Local	3 hours				Justices, Judges, SJOs
10 Minute Mentor							
14241	Business Entity Issues (post judgment motions, due process issues, piercing the corporate veil, def.)	10 Minute Mentor					Judges, SJOs
14242	DV firearms, police officers (and others) and the California family code requirements to keep your guns.	10 Minute Mentor					Judges, SJOs
14243	Drug Testing	10 Minute Mentor					Judges, SJOs
14244	Managing a Family Law Calendar (FC 2450)	10 Minute Mentor					Judges, SJOs
14245	FC 4320 Spousal Support Orders	10 Minute Mentor					Judges, SJOs
14246	Probate Code 3100	10 Minute Mentor					Judges, SJOs, Attorneys, Examiners
14247	Assignment Liens and Claims and Their Priority	10 Minute Mentor					Judges, SJOs, Attorneys, Examiners
14248	Health Care Power of Attorney and Conservatorships	10 Minute Mentor					Judges, SJOs, Attorneys, Examiners

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14249	Lactation	10 Minute Mentor					Judges, SJOs
14250	PJ/CEO: Topics TBD	10 Minute Mentor					PJs, CEOs
14251	PJ/CEO: Topics TBD	10 Minute Mentor					PJs, CEOs
14252	PJ/CEO: Topics TBD	10 Minute Mentor					PJs, CEOs
14253	PJ/CEO: Topics TBD	10 Minute Mentor					PJs, CEOs
Video Lectures (Studio)							
14254	Civil Law updates	Video Lecture	1 hour				Judges, SJOs, attorneys
14255	Claims of Exemption	Video Lecture	1 hour				Judges, SJOs
14256	Insurance	Video Lecture	1 hour				Judges, SJOs
14257	Fee Waivers	Video Lecture	1 hour				Judges, SJOs
14258	Law and Motion Series #1	Video Lecture with Webinar	1 hour				Judges, SJOs
14259	Law and Motion Series #2	Video Lecture with Webinar	1 hour				Judges, SJOs
14260	Law and Motion Series #3	Video Lecture with Webinar	1 hour				Judges, SJOs
14261	Law and Motion Series #4	Video Lecture with Webinar	1 hour				Judges, SJOs
14262	Law and Motion Series #5	Video Lecture with Webinar	1 hour				Judges, SJOs
14263	Challenges to Pleadings (demurrers, motions to strike, motions for judgment on the pleadings).	Video Lecture	1 hour				Judges, SJOs
14264	Oral Argument	Video Lecture	1 hour				Justices
14265	Forensic Psychologist in Sexual Assault Cases	Video Lecture	1 hour				
14266	Dealing with High Conflict Litigants Part 1	Video Lecture	1 hour				Judges, SJOs
14267	Dealing with High Conflict Litigants Part 2	Video Lecture	1 hour				Judges, SJOs
14268	Effects of trauma, including DV Part 1	Video Lecture	1 hour				Judges, SJOs

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14269	Effects of trauma, including DV Part 2	Video Lecture	1 hour				Judges, SJOs
14270	LGBTQ Issues in Juvenile Court	Video Lecture	1 hour				Judges, SJOs
14271	ICWA as it Relates to Probate	Video Lecture	1 hour				Judges, SJOs, Attorneys, Examiners
14272	Judicial Ethics - Internet Usage and Social Media	Video Lecture	1 hour				Justices, Judges, SJOs
14273	Judicial Conduct Handbook Supplement	Video Lecture	1 hour				Justices, Judges, SJOs
14274	Sexual Harassment Prevention	Video Lecture	2 hours				Justices, Judges, SJOs
14275	LGBT Seniors and the Courts	Video Lecture with Webinar	1 hour				Justices, Judges, SJOs
14276	Special ADA Issues; unusual requests	Video Lecture with Webinar	1 hour				Judges, SJOs and ADA Coordinators
Video Lecture (Live Program Recording)							
	none requested by committees						
Videos: Complex Production (simulations, teaching tools, vignettes, etc.)							
14277	Conducting Voir Dire	Simulation					Judges, SJOs
14278	Introduction and Pre-instruction of a Jury	Simulation					Judges, SJOs
14279	Accepting a Verdict, Polling a Jury and Discharge of Jury	Simulation					Judges, SJOs
14280	Case Management Best Practices (hearings/status conferences)	Simulation					Judges, SJOs
14281	Interacting with High Conflict Parents	Simulation					Judges, SJOs
Broadcasts: Complex Production							
14282	Continuing the Dialogue	Broadcast - Complex					All
14283	Continuing the Dialogue	Broadcast - Complex					All
14284	Continuing the Dialogue	Broadcast - Complex					All
14285	Continuing the Dialogue	Broadcast - Complex					All

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14286	Continuing the Dialogue	Broadcast - Complex					All
14287	Continuing the Dialogue	Broadcast - Complex					All
Broadcasts: Simple Production							
14288	Family Law Update	Broadcast - Simple	1 hour				Judges, SJOs
14289	Family Law Update	Broadcast - Simple	1 hour				Judges, SJOs
14290	Dependency Update Broadcast	Broadcast - Simple	1 hour				Judges, SJOs
14291	Dependency Update Broadcast	Broadcast - Simple	1 hour				Judges, SJOs
14292	Delinquency Update Broadcast	Broadcast - Simple	1 hour				Judges, SJOs
14293	Delinquency Update Broadcast	Broadcast - Simple	1 hour				Judges, SJOs
14294	Court Personnel Operational Broadcasts:(1) Civil Motions	Broadcast - Simple	1 hour				Court Staff
14295	Court Personnel Operational Broadcasts: (2) Protective Orders: The Basics	Broadcast - Simple	1 hour				Court Staff
14296	Court Personnel Operational Broadcasts: (3) Mental Competency Procedures	Broadcast - Simple	1 hour				Court Staff
14297	Court Personnel Operational Broadcasts: (4) Judgments/Processing of Judgments	Broadcast - Simple	1 hour				Court Staff
14298	Court Personnel Operational Broadcasts (5) Domestic Violence	Broadcast - Simple	1 hour				Court Staff
14299	Court Personnel Operational Broadcasts: (6) Notice Requirements	Broadcast - Simple	1 hour				Court Staff
14300	Court Personnel Operational Broadcasts: (7) Adoptions	Broadcast - Simple	1 hour				Court Staff
14301	Court Personnel Operational Broadcasts: (8) Inter-County Transfers	Broadcast - Simple	1 hour				Court Staff
14302	Court Personnel Operational Broadcasts: (9) Timeliness of Juvenile Petitions	Broadcast - Simple	1 hour				Court Staff
14303	Court Personnel Operational Broadcasts: (10) Confidentiality in Probate	Broadcast - Simple	1 hour				Court Staff

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14304	Court Personnel Operational Broadcasts: (11) Minute Orders in Probate Case types	Broadcast - Simple	1 hour				Court Staff
14305	Court Personnel Operational Broadcasts: (12) Customer Service on the Telephone	Broadcast - Simple	1 hour				Court Staff
14306	Court Personnel Broadcasts: Harassment Prevention for non-supervisory employees	Broadcast - Simple	1 hour				Court Staff
14307	Court Personnel Broadcasts: Harassment Prevention for non-supervisory employees	Broadcast - Simple	1 hour				Court Staff
14308	Court Personnel Broadcasts: Law Changes #1	Broadcast - Simple	1 hour				Court Staff
14309	Court Personnel Broadcasts: Law Changes #2	Broadcast - Simple	1 hour				Court Staff
14310	Court Personnel Broadcasts: Law Changes #3	Broadcast - Simple	1 hour				Court Staff
14311	Court Personnel Broadcasts: Law Changes #4	Broadcast - Simple	1 hour				Court Staff
14312	Court Supervisor Broadcasts: (1) Workers' Compensation (IDM)	Broadcast - Simple	1.5 hours				Mngrs/Supvs
14313	Court Supervisor Broadcasts: (2) Family and Medical Leave (IDM)	Broadcast - Simple	1.5 hours				Mngrs/Supvs
14314	Court Supervisor Broadcasts: (3) Reasonable Accommodation (IDM)	Broadcast - Simple	1.5 hours				Mngrs/Supvs
14315	Court Supervisor Broadcasts: (4) Follow Through - Implementing Great Plans	Broadcast - Simple	1.5 hours				Mngrs/Supvs
14316	Court Supervisor Broadcasts: (5) Fostering a Positive Culture	Broadcast - Simple	1.5 hours				Mngrs/Supvs
14317	Court Supervisor Broadcasts: (6) Problem Solving and Decision Making	Broadcast - Simple	1.5 hours				Mngrs/Supvs
14318	Court Supervisor Broadcasts: (7) Courts & Technology Solutions Today	Broadcast - Simple	1.5 hours				Mngrs/Supvs
14319	Court Supervisor Broadcasts: (8) Everyday Safety & Emergency Preparedness for Supervisors	Broadcast - Simple	1.5 hours				Mngrs/Supvs
14320	Court Supervisor Broadcasts: (9) How to Handle Confrontation	Broadcast - Simple	1.5 hours				Mngrs/Supvs
14321	Court Supervisor Broadcasts: (10) Situational Leadership	Broadcast - Simple	1.5 hours				Mngrs/Supvs
14322	Court Supervisor Broadcasts: (11) Active and Productive Meetings	Broadcast - Simple	1.5 hours				Mngrs/Supvs

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14323	Court Supervisor Broadcasts: (12) Sup & Mgng in Today's Environment;	Broadcast - Simple	1.5 hours				Mngrs/Supvs
14324	Court Supervisor Broadcasts: (13) Emotional Intelligence	Broadcast - Simple	1.5 hours				Mngrs/Supvs
14325	Court Supervisor Broadcasts: (14) Observing and Assessing Performance	Broadcast - Simple	1.5 hours				Mngrs/Supvs
14326	Court Supervisor Broadcasts: Harassment Prevention	Broadcast - Simple	2 hours				Mngrs/Supvs
14327	Court Supervisor Broadcasts: Harassment Prevention	Broadcast - Simple	2 hours				Mngrs/Supvs
14328	Court Supervisor Broadcasts: Harassment Prevention	Broadcast - Simple	2 hours				Mngrs/Supvs
14329	Court Supervisor Broadcasts: Harassment Prevention	Broadcast - Simple	2 hours				Mngrs/Supvs
14330	Court Supervisor Broadcasts: Law Changes #1	Broadcast - Simple	1.5 hours				Mngrs/Supvs
14331	Court Supervisor Broadcasts: Law Changes #2	Broadcast - Simple	1.5 hours				Mngrs/Supvs
14332	Court Supervisor Broadcasts: Law Changes #3	Broadcast - Simple	1.5 hours				Mngrs/Supvs
14333	Court Supervisor Broadcasts: Law Changes #4	Broadcast - Simple	1.5 hours				Mngrs/Supvs
Broadcasts: Encore							
	anticipated none						
Videoconferencing							
14334	Emerging Issues of Statewide Interest #1	Videoconference	1 to 2 hours				Justices and Appellate Attorneys
14335	Emerging Issues of Statewide Interest #2	Videoconference	1 to 2 hours				Justices and Appellate Attorneys
14336	Emerging Issues of Statewide Interest #3	Videoconference	1 to 2 hours				Justices and Appellate Attorneys
14337	A Conversation with the Reporter of Decisions	Videoconference	1.5 hours				Appellate Staff
14338	Common Grammar Issues	Videoconference	1.5 hours				Appellate Staff
14339	Dealing with Bullies and Difficult Personalities in the Workplace	Videoconference	1.5 hours				Appellate Staff

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14340	Conflict Resolution	Videoconference	1.5 hours				Appellate Staff
14341	Survey Class of Contacts, Tasks, and Notes	Videoconference	1.5 hours				Appellate Staff
14342	Everything You Always Wanted to Know About Writs	Videoconference	1.5 hours				Appellate Staff
14343	Motions and Orders	Videoconference	1.5 hours				Appellate Staff
Webinar							
14344	Law and Motion Series - #1	Webinar with a Video Lecture	1 hour				Judges, SJOs
14345	Law and Motion Series - #2	Webinar with a Video Lecture	1 hour				Judges, SJOs
14346	Law and Motion Series - #3	Webinar with a Video Lecture	1 hour				Judges, SJOs
14347	Law and Motion Series - #4	Webinar with a Video Lecture	1 hour				Judges, SJOs
14348	Law and Motion Series - #5	Webinar with a Video Lecture	1 hour				Judges, SJOs
14349	Special Motions to Strike (SLAPP)	Webinar	1 to 1.5 hours				Judges, SJOs
14350	Basic Felony Sentencing	Webinar with Regional	1 to 1.5 hours				Judges, SJOs
14351	Basic Felony Sentencing	Webinar with Regional	1 to 1.5 hours				Judges, SJOs
14352	Basic Felony Sentencing: Three Strikes and One Strike	Webinar with Regional	1 to 1.5 hours				Judges, SJOs
14353	Basic Felony Sentencing: Three Strikes and One Strike	Webinar with Regional	1 to 1.5 hours				Judges, SJOs
14354	Advanced Felony Sentencing: Gangs	Webinar with Regional	1 to 1.5 hours				Judges, SJOs
14355	Advanced Felony Sentencing: Gangs	Webinar with Regional	1 to 1.5 hours				Judges, SJOs
14356	Realignment Topics including supervision hearings	Webinar with Regional	1 to 1.5 hours				Judges, SJOs
14357	Realignment Topics including supervision hearings	Webinar with Regional	1 to 1.5 hours				Judges, SJOs
14358	Advanced Criminal Evidence	Webinar with Regional	1 to 1.5 hours				Judges, SJOs

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14359	Advanced Criminal Evidence	Webinar with Regional	1 to 1.5 hours				Judges, SJOs
14360	Mentally Ill Defendants	Webinar with Regional	1 to 1.5 hours				Judges, SJOs
14361	Mentally Ill Defendants	Webinar with Regional	1 to 1.5 hours				Judges, SJOs
14362	Gang Cases	Webinar with Regional	1 to 1.5 hours				Judges, SJOs
14363	Gang Cases	Webinar with Regional	1 to 1.5 hours				Judges, SJOs
14364	Homicide Trials	Webinar with Regional	1 to 1.5 hours				Judges, SJOs
14365	Homicide Trials	Webinar with Regional	1 to 1.5 hours				Judges, SJOs
14366	Child Support Calculation Training #1 - Basic	Webinar	2 hours				Judges, SJOs
14367	Child Support Calculation Training #2 - Basic	Webinar	2 hours				Judges, SJOs
14368	Child Support Calculation Training #3 - Basic	Webinar	2 hours				Judges, SJOs
14369	Child Support Calculation Training #1 - Advanced	Webinar	2 hours				Judges, SJOs
14370	Child Support Calculation Training #2 - Advanced	Webinar	2 hours				Judges, SJOs
14371	Child Support Calculation Training #3 - Advanced	Webinar	2 hours				Judges, SJOs
14372	Evidentiary Issues in Family Law	Webinar	3 hours				Judges, SJOs
14373	Intro to Juvenile Delinquency	Webinar	1 hour				Judges, SJOs
14374	Intro to Juvenile Delinquency	Webinar	1 hour				Judges, SJOs
14375	Domestic Violence Advanced Issues	Webinar	3 hours				Judges, SJOs
14376	Commercial Sexually Exploited Children Issues	Webinar	3 hours				Judges, SJOs
14377	Limited Conservatorships and Developmental Disabilities	Webinar	1.5 hours				Judges, SJOs, Attorneys, Examiners
14378	LGBT Seniors and the Courts	Webinar with a Video Lecture	1 hour				Justices, Judges, SJOs
14379	Special ADA Issues; Unusual Requests	Webinar with a Video Lecture	1 hour				Judges, SJOs and ADA Coordinators

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14380	ADA Current Issues	Webinar	1 hour				ADA Coordinators
14381	ADA Current Issues	Webinar	1 hour				ADA Coordinators
14382	ADA Current Issues	Webinar	1 hour				ADA Coordinators
14383	ADA Current Issues	Webinar	1 hour				ADA Coordinators
14384	ADA Current Issues	Webinar	1 hour				ADA Coordinators
14385	ADA Current Issues	Webinar	1 hour				ADA Coordinators
14386	ADA Current Issues	Webinar	1 hour				ADA Coordinators
14387	ADA Current Issues	Webinar	1 hour				ADA Coordinators
14388	Fitness for Duty/Workplace Medical Accommodations	Webinar	1.5 hours				HR Staff
14389	Workplace mediation	Webinar	1.5 hours				HR Staff
14390	Overview for HR assistants	Webinar	1.5 hours				HR Staff
14391	Worker's compensation	Webinar	1.5 hours				HR Staff
14392	Performance evaluations	Webinar	1.5 hours				HR Staff
14393	Record Keeping During Bargaining	Webinar	1.5 hours				HR Staff
14394	Creating, Changing, Saving, and Scanning: PDFs, OCR, etc.	Webinar	1.5 hours				Appellate Staff
14395	Creating Fillable Forms	Webinar	1.5 hours				Appellate Staff
14396	Presiding Judge and Court Executive Officer: Coaching/Mentoring	Webinar	1.5 hours				PJs, CEOs
14397	Presiding Judge and Court Executive Officer: Judicial Assignments, How made, who gets the assignment, access & diversity in assignments.	Webinar	1.5 hours				PJs, CEOs
14398	Presiding Judge and Court Executive Officer: PJ/CEO products and resources available.	Webinar	1.5 hours				PJs, CEOs
14399	Presiding Judge and Court Executive Officer : Social Media, What it is, how to use it, or not. Ethics of.	Webinar	1.5 hours				PJs, CEOs

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Product and Event Number	Courses, Programs & Products	Delivery Method or Venue	Approved Length of Course or Program	Approved Maximum Number of Funded Participants	Plan Year 2014-2015	Plan Year 2015-2016	Audience
14400	Presiding Judge and Court Executive Officer : Ethical leadership	Webinar	1.5 hours				PJs, CEOs
14401	Presiding Judge and Court Executive Officer: Memory and Aging	Webinar	1.5 hours				PJs, CEOs
14402	Presiding Judge and Court Executive Officer: Budget Update	Webinar	1.5 hours				PJs, CEOs
14403	Presiding Judge and Court Executive Officer: Dealing with the Media	Webinar	1.5 hours				PJs, CEOs
14404	Presiding Judge and Court Executive Officer: Grand Juries and the California Courts: The leadership challenges	Webinar	1.5 hours				PJs, CEOs
14405	So you want to be a PJ?	Webinar	1.5 hours				PJs
14406	Presiding Judge and Court Executive Officer: Effective Nonverbal Communication	Webinar	1.5 hours				PJs, CEOs. Mngr, Supv
Complex Online Courses (HTML)							
14407	Trial Court Appellate Division Practice and Procedure	Online Course — Complex	1 hour				Appellate Division Judges, Clerks & Research Attorneys
14408	CEQA	Online Course — Complex	1 to 3 hours				Justices, Judges, SJOs, Attorneys
14409	Family Jurisdiction	Online Course — Complex	3 hours				Judges, SJOs
14410	Dependency Jurisdiction	Online Course — Complex	3 hours				Judges, SJOs
14411	Stress Management	Online Course — Complex	1 hour				Court Staff
14412	Time Management	Online Course — Complex	1 hour				Court Staff
Simple Online Courses (Captivate or other technology)							
14413	Small Claims	Online Course — Simple					Civil Staff
14414	Unlawful Detainers	Online Course — Simple					Civil Staff
14415	Judicial Council Forms (mandatory v. optional)	Online Course — Simple					Court Staff
14416	Application Regarding Psychotropic Medication	Online Course — Simple					Juvenile Staff

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Product and Event Number	Courses, Programs & Products	Delivery Method or Venue	Approved Length of Course or Program	Approved Maximum Number of Funded Participants	Plan Year 2014-2015	Plan Year 2015-2016	Audience
14417	Appellate Court Case Management System (ACCMS) - Basics	Online Course — Simple					Appellate Staff
14418	Appellate Court Case Management System (ACCMS) - Advanced	Online Course — Simple					Appellate Staff
14419	Process Creditor's Claims	Online Course — Simple					Probate Staff
14420	Statement of Decision	Online Course — Simple					Civil Staff
14421	Submitted Matters	Online Course — Simple					Civil Staff
14422	Character evidence	Online Course — Simple	1 hour				Judges, SJOs
14423	Attorney voir dire	Online Course — Simple	1 hour				Judges, SJOs
14424	Expert Witness Testimony: Evidence Issues	Online Course — Simple	1 hour				Judges, SJOs
14425	CJER Online Tutorial	Online Course — Simple	1 hour				Judges, SJOs and professional staff
14426	Introductory Videos for Each Toolkit	Online Course — Simple	1 hour				Judges, SJOs
14427	Settling Criminal Cases	Online Course — Simple	1 hour				Judges
14428	Settling Civil Cases	Online Course — Simple	1 hour				Judges
14429	Questioning Prospective Jurors	Online Course — Simple	1 hour				Judges, SJOs
Updates to Online Courses (HTML) Blank plan years indicates the product will not be updated during plan cycle							
14430	Domestic Violence Restraining Orders	Online Course Update					Justices, Judges, SJOs
14431	How to Run a Busy Calendar	Online Course Update					Justices, Judges, SJOs
14432	Relevance and Its Limits	Online Course Update					Justices, Judges, SJOs, Attorneys
14433	Restraining Orders Against Harassment, Abuse, or Violence	Online Course Update					Justices, Judges, SJOs, Attorneys
14434	California Unlawful Detainer Proceedings	Online Course Update					Justices, Judges, SJOs
14435	Civil Trial Evidence: I Object!	Online Course Update					Justices, Judges, SJOs
14436	Punitive Damages Primer	Online Course Update					Justices, Judges, SJOs, Attorneys

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Product and Event Number	Courses, Programs & Products	Delivery Method or Venue	Approved Length of Course or Program	Approved Maximum Number of Funded Participants	Plan Year 2014-2015	Plan Year 2015-2016	Audience
14437	Small Claims Court: Consumer and Substantive Law	Online Course Update					Justices, Judges, SJOs, Attorneys
14438	Small Claims Court: Procedures and Practices	Online Course Update					Justices, Judges, SJOs, Attorneys
14439	Unlawful Detainer	Online Course Update					Justices, Judges, SJOs, Attorneys
14440	Is It Hearsay?	Online Course Update					Justices, Judges, SJOs
14441	Jury Challenges	Online Course Update					Justices, Judges, SJOs
14442	Trial Evidence: Handling Common Objections	Online Course Update					Justices, Judges, SJOs
14443	You Be The Judge—Hearsay and Its Exceptions	Online Course Update					Justices, Judges, SJOs
14444	Arraignments Primer	Online Course Update					Justices, Judges, SJOs, Attorneys
14445	Bail and Own Recognizance Release Procedures Primer	Online Course Update					Justices, Judges, SJOs
14446	Common Motions: Criminal Calendar Primer	Online Course Update					Justices, Judges, SJOs, Attorneys
14447	Criminal Discovery Motions Primer	Online Course Update					Justices, Judges, SJOs
14448	Preliminary Hearings Primer	Online Course Update					Justices, Judges, SJOs, Attorneys
14449	Proposition 36: Drug Court	Online Course Update					Justices, Judges, SJOs, Attorneys
14450	Traffic Cases	Online Course Update					Justices, Judges, SJOs, Attorneys
14451	Calendar Management in Family Court	Online Course Update					Justices, Judges, SJOs, Attorneys
14452	Characterizing Property	Online Course Update					Justices, Judges, SJOs, Attorneys
14453	Child and Spousal Support	Online Course Update					Justices, Judges, SJOs, Attorneys
14454	Custody and Visitation	Online Course Update					Justices, Judges, SJOs, Attorneys
14455	Determining Income	Online Course Update					Justices, Judges, SJOs, Attorneys
14456	Dividing Property	Online Course Update					Justices, Judges, SJOs, Attorneys
14457	ADA in State Court	Online Course Update					Justices, Judges, SJOs, Attorneys

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Product and Event Number	Courses, Programs & Products	Delivery Method or Venue	Approved Length of Course or Program	Approved Maximum Number of Funded Participants	Plan Year 2014-2015	Plan Year 2015-2016	Audience
14458	Communicating With Self Represented Litigants	Online Course Update					Justices, Judges, SJOs
14459	Courtroom Control	Online Course Update					Justices, Judges, SJOs
14460	Judicial Ethics for New Judges	Online Course Update					Justices, Judges, SJOs
14461	Judicial Ethics for Temporary Judges	Online Course Update					Justices, Judges, SJOs
14462	Real World Judicial Ethics 1	Online Course Update					Justices, Judges, SJOs
14463	Real World Judicial Ethics 2	Online Course Update					Justices, Judges, SJOs
14464	Real World Judicial Ethics 3	Online Course Update					Justices, Judges, SJOs
14465	Self Represented Litigants: Special Challenges	Online Course Update					Justices, Judges, SJOs
14466	Juvenile Delinquency Hearings	Online Course Update					Justices, Judges, SJOs, Attorneys
14467	Juvenile Dependency Hearings	Online Course Update					Justices, Judges, SJOs, Attorneys
14468	Basic Safety in the Courts	Online Course Update					All
14469	Basics of Family and Medical Leave	Online Course Update					HR Staff
14470	Code of Ethics	Online Course Update					Trial Court Clerks
14471	Courtroom Clerk in the Felony Courtroom	Online Course Update					Trial Court Clerks
14472	Customer Service in Action	Online Course Update					Trial Court Clerks
14473	Employment Law for Supervisors and Managers	Online Course Update					Mngrs/Supvs
14474	Ethics Orientation/Conflict of Interest	Online Course Update					Trial and Appellate Court Staff
14475	Felony Sentencing for Courtroom Clerks	Online Course Update					Trial Court Clerks
14476	Handling Change	Online Course Update					Trial Court Clerks
14477	Handling Fee Waiver Applications	Online Course Update					Trial Court Clerks
14478	ICWA Inquiry and Notice	Online Course Update					Judges, SJOs, Trial Court Clerks

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Product and Event Number	Courses, Programs & Products	Delivery Method or Venue	Approved Length of Course or Program	Approved Maximum Number of Funded Participants	Plan Year 2014-2015	Plan Year 2015-2016	Audience
14479	Introduction to Customer Service	Online Course Update					Trial Court Clerks
14480	Introduction to Family Procedure	Online Course Update					Trial Court Clerks
14481	Personal Security in the Courts	Online Course Update					All
14482	Records Management	Online Course Update					Trial Court Clerks
14483	Requests for Domestic Violence Restraining Orders	Online Course Update					Trial Court Clerks
Interactive Judicial Articles							
14484	Continue the Riccardulli article series	Interactive Articles	12x/yr				Justices, Judges, SJOs, Attorneys
New Bench Tools							
14485	Bench cards	Bench Tool					Judges, SJOs
14486	Appellate Court Case Management System (ACCMS) - Advanced	Bench Tool					Appellate Staff
14487	Inter-County Transfers	Bench Tool					Family Staff
14488	Family Law Trial Procedures	Bench Tool					Family Staff
14489	Service Abroad – Hague Convention	Bench Tool					Family Staff
14490	The Joinder Process	Bench Tool					Family Staff
14491	Judicial council forms	Bench Tool					Court Staff
14492	Recruitment and Selection: Test Construction and Applicant Targeting	Bench Tool					HR Staff
14493	Extended Foster Care for Non-Minor Dependents	Bench Tool					Juvenile Staff
14494	Juvenile Dependency Process	Bench Tool					Juvenile Staff
14495	Assisting pro per litigants	Bench Tool					Probate Staff
14496	Incomplete filings; Parts of Cases -Conservatorships	Bench Tool					Probate Staff
14497	Incomplete filings; Parts of Cases -Guardianships	Bench Tool					Probate Staff

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Product and Event Number	Courses, Programs & Products	Delivery Method or Venue	Approved Length of Course or Program	Approved Maximum Number of Funded Participants	Plan Year 2014-2015	Plan Year 2015-2016	Audience
14498	Handling Wills in an Electronic Age	Bench Tool					Probate Staff
14499	The Arraignment Process	Bench Tool					Traffic Staff
14500	Process when a ticket is issued and uncontested	Bench Tool					Traffic Staff
14501	Process when a ticket is contested via a court trial	Bench Tool					Traffic Staff
14502	Process when a ticket is contested via trial by declaration	Bench Tool					Traffic Staff
14503	Motions for New Trials and JNOV	Bench Tool					Civil Staff
14504	Adoption of an Indian Child	Bench Tool					Juvenile Staff
Updates to Bench Tools							
14505	Criminal Bench Tools	Bench Tool - Update					Judges, SJOs
14506	Update bench tools as necessary for accuracy in the law	Bench Tool - Update					Judges, SJOs
New Bench Guides							
14507	Appellate Court Opinions: Writing and Process	New Bench Guide					Appellate Justices and Attorneys
14508	CEQA	New Bench Guide					Justices, Judges, SJOs, Attorneys
Publication Updates Blank plan years indicates the product will not be updated during plan cycle							
14509	By Judges for Judges	Materials from individual judges					Justices, Judges, SJOs, Attorneys
Updates to Handbooks							
14510	Mandatory Jury Instructions Handbook	Handbook Update					Justices, Judges, SJOs, Attorneys
14511	Felony Sentencing Handbook	Handbook Update					Justices, Judges, SJOs, Attorneys
Updates to Benchbooks							
14512	Search and Seizure Benchbook	Benchbook Update					Justices, Judges, SJOs, Attorneys
14513	Domestic Violence Cases in Criminal Court Benchbook	Benchbook Update					Justices, Judges, SJOs, Attorneys

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Product and Event Number	Courses, Programs & Products	Delivery Method or Venue	Approved Length of Course or Program	Approved Maximum Number of Funded Participants	Plan Year 2014-2015	Plan Year 2015-2016	Audience
14514	California Judges Benchbook Civil Proceedings: Before Trial	Benchbook Update					Justices, Judges, SJOs, Attorneys
14515	California Judges Benchbook Civil Proceedings: Trial	Benchbook Update					Justices, Judges, SJOs, Attorneys
14516	California Judges Benchbook Civil Proceedings: After Trial	Benchbook Update					Justices, Judges, SJOs, Attorneys
14517	California Judges Benchbook Civil Proceedings: Discovery	Benchbook Update					Justices, Judges, SJOs, Attorneys
14518	Small Claims and Consumer Law Benchbook	Benchbook Update					Justices, Judges, SJOs, Attorneys

Updates to Bench Handbooks

14519	On-Call Duty Binder for Judges Bench Handbook	Bench Handbook Update					Justices, Judges, SJOs, Attorneys
14520	Fairness and Access Bench Handbook	Bench Handbook Update					Justices, Judges, SJOs, Attorneys
14521	Jury Management Bench Handbook	Bench Handbook Update					Justices, Judges, SJOs, Attorneys
14522	The Child Victim Witness Bench Handbook	Bench Handbook Update					Justices, Judges, SJOs, Attorneys
14523	Managing Gang-related Cases Bench Handbook	Bench Handbook Update					Justices, Judges, SJOs, Attorneys
14524	Indian Child Welfare Act Bench Handbook	Bench Handbook Update					Justices, Judges, SJOs, Attorneys

Updates to Bench Guides

14525	BG 2 Disqualification of Judge Benchguide	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14526	BG 3 Courtroom Control:Contempt and Sanctions Benchguide	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14527	BG 20 Injunctions Prohibiting Civil Harassment or Workplace Violence	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14528	BG 31 Landlord-Tenant Litigation: Unlawful Detainer Benchguide	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14529	BG 34 Small Claims Court Benchguide	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14530	Fees Fines Assessments	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14531	Parole Revocation	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14532	BG 52 Misdemeanor Arraignment	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14533	BG 54 Right to Counsel Issues	Bench Guide Update					Justices, Judges, SJOs, Attorneys

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Product and Event Number	Courses, Programs & Products	Delivery Method or Venue	Approved Length of Course or Program	Approved Maximum Number of Funded Participants	Plan Year 2014-2015	Plan Year 2015-2016	Audience
14534	BG 55 Bail and OR Release	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14535	BG 58 Motions to Suppress and Related Motions: Checklist	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14536	BG 62 Deferred Entry of Judgment/Diversion	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14537	BG 63 Competence to Stand Trial	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14538	BG 74 Sentencing Guidelines for Common Misdemeanors and Infractions	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14539	BG 75 Misdemeanor Sentencing	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14540	BG 81 DUI Proceedings	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14541	BG 82 Traffic Court Proceedings	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14542	BG 83 Restitution	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14543	BG 84 Probation Revocation	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14544	BG 91 Felony Arraignment and Pleas	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14545	BG 92 Preliminary Hearings	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14546	BG 98 Death Penalty Benchguide: Pretrial and Guilt Phase	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14547	BG 99 Death Penalty Benchguide: Penalty Phase and Posttrial	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14548	BG 100 Initial or Detention Hearings	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14549	BG 101 Jurisdiction Hearing	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14550	BG 102 Disposition Hearing	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14551	BG 103 Review Hearing	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14552	BG 104 Selection and Implementation Hearing	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14553	BG 116 Initial or Detention Hearing	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14554	BG 117 Fitness Hearing	Bench Guide Update					Justices, Judges, SJOs, Attorneys

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Product and Event Number	Courses, Programs & Products	Delivery Method or Venue	Approved Length of Course or Program	Approved Maximum Number of Funded Participants	Plan Year 2014-2015	Plan Year 2015-2016	Audience
14555	BG 118 Jurisdiction Hearing	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14556	BG 119 Disposition Hearing	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14557	BG 120 LPS Proceedings	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14558	BG 130 Adoptions	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14559	BG 200 Custody and Visitation	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14560	BG 201 Child and Spousal Support	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14561	BG 202 Property Characterization and Division	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14562	BG 203 AB 1058 Child Support Proceedings: Establishing Support	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14563	BG 204 AB 1058 Child Support Proceedings: Enforcing Support	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14564	BG 300 Conservatorship: Appointment and Powers	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14565	BG 301 Conservatorship Proceedings	Bench Guide Update					Justices, Judges, SJOs, Attorneys
14566	BG 302 Probate Administration	Bench Guide Update					Justices, Judges, SJOs, Attorneys

**CJER Governing Committee Cost Benefit Analysis Form
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The following programs have been analyzed as having a high cost to develop and deliver. A cost benefit analysis should be performed on each item to determine if they should be developed for the 2014 – 2016 Education Plan.

Governing Committee

CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	GOVERNING COMMITTEE NOTES AND DECISION	STAFF NOTES
New Judge Orientation	Live Statewide 8 times a year 5 days	<p>The Governing Committee appointed the New Judge Education Workgroup in 2012, to analyze the current education provided to new judges to determine if it was provided in the most effective and efficient manner. Their report, which was reviewed and approved by the Judicial Council in June 2013, affirmed that the current model was in fact the most effective and efficient in order to provide this unique orientation. It is essential that this program be delivered live. This is the very first education program new judges participate in, with many of the judges having been on the bench for a very short time and so it is critical that it be conducted in a safe environment. They also meet other new judges from other courts and so obtain a statewide perspective. Recent changes to the curriculum have reduced faculty by 30% with associated cost savings.</p> <p>Decision – approved for the 2014 – 2016 education plan.</p>	This one week program is required to be taken by new judges. The number of programs offered is dependent upon the number of judicial appointments in a given year.
Judicial College	Live Statewide Once a year	This program has been evaluated by the New Judge Workgroup with respect to its educational	This is one of three education programs required to be taken

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CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	GOVERNING COMMITTEE NOTES AND DECISION	STAFF NOTES
	9.5 days	<p>value for new judges and was endorsed substantially by the workgroup after a thorough and well documented analysis. The cost of the College had been reduced in recent years to accommodate reductions in judicial branch funding. This program has a well established long term benefit to the branch in preparing new judges for their responsibilities. The benefits of holding this live program more than justify its high cost.</p> <p>Decision – approved for the 2014 – 2016 education plan.</p>	by new judges.
Cow County Institute	Live Statewide Once a year 2 days	<p>There are major benefits for the judges from smaller courts to have the opportunity to attend this program. Smaller counties do not have metropolitan courts that specialize in certain areas, instead, judges must handle all case types. This program gives judges options for dealing with the multiplicity of assignments. This program saves money; judges from smaller counties can't attend the primary assignment orientations for every single case type. This program is received very well; it provides a low key environment that covers a lot of ground. This program provides an opportunity for judges in similar situations to talk with one another, so the live, face-to-face program aspect is critical.</p>	

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CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	GOVERNING COMMITTEE NOTES AND DECISION	STAFF NOTES
		Decision – approved for the 2014 – 2016 education plan.	
Trial Court Judicial Attorney Institute	Live Statewide Every other year 2 days	<p>Trial court judges have voiced very strong support for this program. The benefits of this program are significant, especially in complex areas of the law like CEQA. In smaller counties, many courts have only one attorney who, like the judge, needs to be familiar and work in every case type and this program provides that opportunity. Many courts have reduced their attorney staff and thus existing attorneys must carry even more assignments and must be current in more areas of the law. This program gives the opportunity for attorneys to get together and talk about common issues and solutions across the state. Judicial attorneys are a critical resource for the trial court bench, and have limited education opportunities that are designed specifically for them, as this Institute is</p> <p>Judicial attorneys in the trial courts also have MCLE requirements, unlike attorneys in other government agencies.</p> <p>Decision – approved for the 2014 – 2016 education plan.</p>	

**CJER Governing Committee Cost Benefit Analysis Form
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Appellate Practice Curriculum Committee

CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	CURRICULUM COMMITTEE COST BENEFIT ANALYSIS	STAFF NOTES	GOVERNING COMMITTEE NOTES AND DECISION
Appellate Justices Institute	Statewide, three-day meeting at a hotel meeting facility offered every 18 months. (very high cost). Note – this program is funded by Appellate Court Services.	This is the only live venue with a variety of courses planned by the committee to keep justices up to date on recent developments in law and procedure, and where justices from across the state can network to discuss and share their views. The Curriculum Committee believes it is important to continue to provide this opportunity for face-to-face education for justices. An 18-month cycle is recommended rather than an annual cycle to save costs and increase the networking benefit as more justices will likely attend because of built-up demand.	Always well attended and positive evaluations. Evaluations consistently say “live is best.” Cannot get the faculty interaction and follow up from other delivery methods. Participants also find invaluable the discussion regarding different court practices.	APPROVED Appellate Justices are required to complete their continuing education hours, unlike trial court judges. Justices like the 18 month cycle. The Qualifying Ethics program is always given in conjunction with this program and virtually all of the Justices attend.
New Appellate Justices Orientation	Statewide, 1/2 day meeting offered as needed (high cost)	Content is essential for every justice in the state starting on the Court of Appeal. The Curriculum Committee believes this Orientation should be delivered as a live, face-to-face program due to active participant-faculty interaction and the opportunity for new justices to make connections with their colleagues.		APPROVED
Appellate	Statewide, three-	This is the only live venue with a	Always well attended	APPROVED

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CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	CURRICULUM COMMITTEE COST BENEFIT ANALYSIS	STAFF NOTES	GOVERNING COMMITTEE NOTES AND DECISION
Judicial Attorneys Institute	day meeting at a hotel meeting facility offered every 12 months. (very high cost)	variety of courses planned by the committee to keep judicial attorneys up to date on recent developments in law and procedure, and where attorneys from across the state can network to discuss and share their views. The Curriculum Committee believes it is important to continue to provide this opportunity for face-to-face education for attorneys. A 12-month cycle is recommended because of the size of the audience (over 400) so that 1/2 can be accommodated each year, and every attorney will have an opportunity to attend a live event during each 2-year education cycle.	and positive evaluations. Evaluations consistently say “live is best.” Cannot get the faculty interaction and follow up from other delivery methods. Participants also find invaluable the discussion regarding different court practices.	

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Civil Law Curriculum Committee

CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	CURRICULUM COMMITTEE COST BENEFIT ANALYSIS	STAFF NOTES	GOVERNING COMMITTEE NOTES AND DECISION
Civil Law Institute	Statewide, three-day meeting at a hotel meeting facility offered every other year. (very high cost)	This is the only live venue with a variety of courses planned by the committee to keep judges and SJOs up to date on civil law and procedure, and where judges and SJOs from across the state can network to discuss and share their views. The Curriculum Committee believes it is important to continue to provide this opportunity for face-to-face education for judges of all stripes.	Always well attended and positive evaluations.	APPROVED
Civil Law Basic Orientation (PAO course)	Statewide, 5 day meeting at the AOC offered once a year. (high cost)	Content is necessary for every judge and SJO in the state starting or returning to a civil law assignment, as set forth in CRC 10.462(c)(1)(B) and (4). The Curriculum Committee believes the Civil Law Basic Orientation should be delivered as a live, face-to-face program due to active participant-faculty interaction and sharing of court practices across the state.	Evaluations consistently say “live is best” for intensive, week-long programs. Cannot get the faculty interaction and follow up from other delivery methods. Participants also find invaluable the discussion regarding different court practices.	APPROVED
Orientation for	Statewide, 3 day	Refresher course for judges and SJOs	This course was	APPROVED

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CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	CURRICULUM COMMITTEE COST BENEFIT ANALYSIS	STAFF NOTES	GOVERNING COMMITTEE NOTES AND DECISION
Experienced Civil Law Judges (PAO course)	meeting at the AOC offered one a year. (high cost)	across the state returning to a civil law practice after more than 2 years in another assignment as expected or required by CRC 10.462(c)(4). The Curriculum Committee believes this orientation should be delivered as a live, face-to-face program due to active participant-faculty interaction and sharing of court practices across the state.	developed for judges returning to a civil law assignment because the basic orientation was “too basic” not only for judges returning to a civil law assignment after more than 2 years, but for judges who had been civil litigators for a lengthy period of time prior to becoming judges.	
Limited Jurisdiction, Small Claims & Unlawful Detainer Orientation (PAO course)	Statewide, 3 day meeting at the AOC offered once a year. (high cost)	Content is necessary for every judge and SJO in the state starting or returning to an assignment that handles limited jurisdiction, small claims or unlawful detainer cases, as set forth in CRC 10.462(c)(1)(B) and (4). The Curriculum Committee believes this orientation should be delivered as a live, face-to-face program due to active participant-faculty interaction and sharing of court practices across the state.	As the number of commissioners decrease, more and more judges are handling these types of cases in a general civil law assignment. Varied experience level of participants makes it essential that this course be offered live so faculty can adjust content to suit the needs of the participants.	APPROVED This has become more important because more and more judges are doing this assignment.

**CJER Governing Committee Cost Benefit Analysis Form
March 24, 2014**

CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	CURRICULUM COMMITTEE COST BENEFIT ANALYSIS	STAFF NOTES	GOVERNING COMMITTEE NOTES AND DECISION
Evidence in Civil & Criminal Cases	Statewide, 2 day meeting offered 3 times a year at the AOC or court meeting facility (high cost)	Content is necessary for every judge in the state, not just as a one-time course, but also as a refresher course. The number of offerings of this course was cut from 3 to 2 in the 2012-2014 Education Plan. The Curriculum Committee believes the number of times this course is offered should be returned to three times a year due to the essential nature of the content and consistently high number of judges attending the course. The length of this course should also be increased from 2 to 3 days because the amount of content could be more effectively delivered if faculty had more time.	Maximum number of participants for this class is 35, but classes are full to over-enrolled each time this course has been offered. Participant evaluations consistently request more time due to a lot of content delivered in too short a time period. Class should be offered at least once in Southern California so participants from Southern California would not have to travel to Northern California to take this course.	APPROVED But only offered twice a year.
Trial Court Judicial Attorneys Institute	Statewide, three-day meeting at a hotel meeting facility offered every other year. (very high cost)	There is no curriculum committee for trial court attorneys. Given that the majority of research attorneys handle civil matters, the Curriculum Committee believes this program should continue to be offered to the state's research attorneys to provide	Two trial court attorneys currently serve on the Civil Law Curriculum Committee, and are participating on the workgroup planning the 2014 TCJAI. This	APPROVED

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CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	CURRICULUM COMMITTEE COST BENEFIT ANALYSIS	STAFF NOTES	GOVERNING COMMITTEE NOTES AND DECISION
		<p>them with education required by CRC 10.474(c)(2). Courses offered for practicing attorneys are not appropriate for the type of work done by court research attorneys, so it is difficult for the research attorneys to get the education elsewhere. This live face-to-face program also offers the attorneys an opportunity to network with attorneys across the state to discuss common issues and share ideas.</p>	<p>program offers courses not only on civil law, but also criminal law, constitutional law, family law, ethics, legal writing, and roundtables for attorneys to exchange ideas with fellow court attorneys throughout the state.</p>	
CEQA Overview	<p>Statewide 2 day meeting offered every other year. Recommended to be offered annually.</p>	<p>Public Resource Code §21167.1(b) requires certain counties to designate judges to develop expertise concerning CEQA matters. This content is best offered live due to the complex subject matter where there can be active participant-faculty interaction.</p>	<p>This program is open to trial and appellate court attorneys as well as to judges. It is always well attended, with excellent participant evaluations. It was over-subscribed in 2014.</p>	<p>APPROVED with Modification CEQA will continue to be offered biennially but the class size can be expanded as needed.</p>
12422 CEQA Online Course	<p>Unique online course on complex subject. (medium cost)</p>	<p>This online course was scheduled to be delivered in the 2012-2014 Education Plan. Since it has not yet been delivered, the Curriculum Committee believes it should be continued in the 2014-2016 Education Plan.</p>	<p>Faculty recruited, and outline and scripts have already been developed. Need more time to complete and program content.</p>	<p>APPROVED</p>

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Criminal Curriculum Committee

CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	CURRICULUM COMMITTEE COST BENEFIT ANALYSIS	STAFF NOTES	GOVERNING COMMITTEE NOTES AND DECISION
Criminal Law Institute	Statewide, two-day meeting at a hotel meeting facility offered every other year. High cost	This is a critical statewide event for judges experienced in criminal law to remain current. This program enables them to meet from across the state and discuss and share their views. .	This event is always very well attended and evaluated.	APPROVED
Criminal Law Basic Orientation (PAO course)	Statewide, 5 day meeting at the AOC offered three times a year.	The program is required under CRC 10.462(c)(1)(B) and expected under (4). The course needs to be live for the reasons set forth for the Institute and that judges new to this assignment must have live interaction with their faculty and other participants.		APPROVED
Traffic PAO	Statewide. Two days once a year	In addition to the rule of court for judges and commissioners new to this assignment, it has proven to be crucial to new judges and commissioners for them to be successful.		APPROVED

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CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	CURRICULUM COMMITTEE COST BENEFIT ANALYSIS	STAFF NOTES	GOVERNING COMMITTEE NOTES AND DECISION
Criminal Assignment Courses (CAC) <ul style="list-style-type: none"> ○ Basic Felony Sentencing ○ Advanced Felony Sentencing ○ Homicide Trials ○ Death Penalty Trials ○ Evidence in Civil and Criminal Cases ○ Sexual Assault (contingent upon grant funding) ○ Domestic Violence Selected Issues (contingent upon grant funding) ○ Criminal evidence 	Statewide. Each course is two days offered twice a year.	These live courses are for judges assigned to more advanced criminal topics, judges both new to these assignments and those returning to them. Because of the highly complex nature of these assignments, live classes are essential to ensure that judges in these assignments are adequately prepared. And with criminal realignment in place, these courses take on even more importance educationally.		APPROVED
Criminal Evidence Course	Statewide, 3 day program offered more than once a year, possibly at the AOC.	Evidence is an essential ongoing education topic for judges in the criminal assignment. The current civil and criminal evidence course, while excellent, could be much more effective if it were redesigned specifically for criminal judges. That is,		DENIED The existing criminal and civil evidence course is being expanded and can accommodate the request of the criminal committee.

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CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	CURRICULUM COMMITTEE COST BENEFIT ANALYSIS	STAFF NOTES	GOVERNING COMMITTEE NOTES AND DECISION
		maintain the current course length but eliminate the civil law evidence content and replace it with more in depth criminal evidence content. Also, have this course offered at the CAC program for criminal law judges. This course should of course be delivered as alive, face-to-face program due to active participant-faculty interaction and sharing of court practices across the state.		

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Family Law Curriculum Committee

CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	CURRICULUM COMMITTEE COST BENEFIT ANALYSIS	STAFF NOTES	GOVERNING COMMITTEE NOTES AND DECISION
Family Law Institute	Statewide off site multi-day event	Absolutely no substitute. New and Experienced JO's need the education and training at a statewide level that cannot be duplicated by any other delivery method. The content cover a wide variety of issues that are essential for JO's assigned to a family law assignment. Topics to include competency with regard to: culture/gender/gender identity/sexual orientation, ethics and the role of court, Domestic Violence.	This has been proven to be a very popular and well evaluated event	APPROVED
Family PAO	Statewide on site multi day event	All FL topics at entry level including, but not limited to: DV, SRL, Competency (cultural, gender/gender identity/sexual orientation, Ethics, Procedural Fairness Absolutely no substitute. New JO's need the education and the opportunity to learn from experience JO's in an environment that allows Q&A in a confidential setting.	Participants always feel that this program is essential to them succeeding in this new assignment.	APPROVED
Jurisdiction	Online course	This topic is not fully understood by family law judicial officers. Jurisdiction is established in different ways depending on the issue in a		APPROVED

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CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	CURRICULUM COMMITTEE COST BENEFIT ANALYSIS	STAFF NOTES	GOVERNING COMMITTEE NOTES AND DECISION
		family law case. There is insufficient time during an Orientation to get into all of the details of how jurisdiction is established. This is critical education for both new and experienced judicial officers.		

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Judicial Branch Leadership Development Curriculum Committee

CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	CURRICULUM COMMITTEE COST BENEFIT ANALYSIS	STAFF NOTES	GOVERNING COMMITTEE NOTES AND DECISION
PJ/CEO Court Management Program	Statewide, two and ½ day meeting at a hotel meeting facility offered every year. (very high cost)	This is the only live venue with a variety of courses planned by the committee to keep presiding judges and CEOs up to date on current issues and practices required for their positions in the court. It is where PJs and CEOs from across the state can network to discuss and share their views. The Curriculum Committee believes it is important to continue to provide this opportunity for face-to-face education for all PJs and CEOs as the PJ changes every two years in each court.	Mandated per rule of court for new PJs' only. Always well attended and positive evaluations. One of the only networking venues during the year for this audience.	APPROVED
Supervising Judges Institute	Statewide, 3 day meeting at the AOC offered once a year. (high cost)	This is a mandated program. Content is necessary for every SJO in the state. The Curriculum Committee believes the course should be delivered as a live, face-to-face program due to active participant-faculty interaction and sharing of court practices across the state.	Mandated per rule of court. Well attended and well received.	APPROVED
ICM Courses	Regional 2 ½ day meeting at the AOC or court facility each of the	The Curriculum Committee believes this National Curriculum should continue. California is one of 6 consortium states to provide this	Maximum number of participants for this class is 35. Courses are well received and well	APPROVED

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CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	CURRICULUM COMMITTEE COST BENEFIT ANALYSIS	STAFF NOTES	GOVERNING COMMITTEE NOTES AND DECISION
	12 courses are offered once a year, allows for court participants to complete national certification within a year. (high cost)	training in state with California faculty at a reduced cost to the court participants. 302 individuals attended classes in 2013 over 472 individuals have taken one or more ICM courses in order to achieve national certification. CEOs, Asst. CEOs, Managers and Supervisors actively participate and interact, sharing court practices across the state.	attended. Location for each course is offered in all three locations within the state over a three year cycle. Administratively we support other courts that wish to bring the courses in-house.	
Core 40	Regional, 5 day meeting offered 3 times a year at the AOC or court meeting facility (high cost)	One of the only venues developed for Supervisors and is a resource for developing court supervisors as court leaders. The Curriculum Committee believes this course should be delivered as a live, face-to-face program due to active participant-faculty interaction and sharing of court practices across the state.	Maximum number of participants for this class is 28, but classes are full each time this course has been offered. If not enough money for three in a year at least provide this training north and south	APPROVED As the branch recovers from the budget reductions and starts hiring again, new managers and supervisors will need to be trained.
Core 40-part 2	Regional, 2.5 day meeting offered two times a year at the AOC or court meeting facility. (high cost)	NEW course. There is a need for taking Core 40 to the next level and develop a Part 2 that provides advanced supervisory skills, additional topics, and networking for those that have taken the original Core 40. Courts have requested this	Content for experienced supervisors; specifically for supervisors who have already completed the Core 40 class. Content should complement but	APPROVED

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CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	CURRICULUM COMMITTEE COST BENEFIT ANALYSIS	STAFF NOTES	GOVERNING COMMITTEE NOTES AND DECISION
		advanced course. The Curriculum Committee believes this course should be developed and delivered as a live, face-to-face program to provide additional training for this audience.	not overlap the content of Core 40. Maximum number of participants for this class is 28	
Core 24	Regional, 2.5 day meeting offered two times a year at the AOC or court meeting facility. (high cost)	This course was developed specifically for managers to provide Skills and Strategies for Managers. This program also offers them an opportunity to network with managers across the state to discuss common issues and share ideas. The Curriculum Committee believes this course should be delivered as a live, face-to-face program due to active participant-faculty interaction and sharing of court practices across the state.	This program was new in 2013 and is based on courts requesting this specific audience training.	APPROVED

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Juvenile Law Curriculum Committee

CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	CURRICULUM COMMITTEE COST BENEFIT ANALYSIS	STAFF NOTES	GOVERNING COMMITTEE NOTES AND DECISION
Juvenile Law Institute	Statewide off site multi day event	Absolutely no substitute. New and Experienced JO's need the education and training at a statewide level that cannot be duplicated by any other delivery method.	This program is very well attended and well evaluated by the participants.	APPROVED
Dependency PAO	Statewide on site multi day event	Absolutely no substitute. New JO's need the education and the opportunity to learn from experienced JO's in an environment that allows Q&A in a confidential setting	This course is almost always over enrolled and participants regularly comment on it being essential for judges new to this assignment.	APPROVED
Delinquency PAO	Statewide on site multi day event	Absolutely no substitute. New JO's need the education and the opportunity to learn from experienced JO's in an environment that allows Q&A in a confidential setting	As with dependency above, this course is almost always over enrolled and participants regularly comment on it being essential for judges new to this assignment.	APPROVED
Dependency Jurisdiction	Online course	This topic is not fully understood by dependency law judicial officers. Jurisdiction is established in different ways depending on the issue in a dependency law case. There is insufficient time during an		APPROVED

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CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	CURRICULUM COMMITTEE COST BENEFIT ANALYSIS	STAFF NOTES	GOVERNING COMMITTEE NOTES AND DECISION
		Orientation to get into all of the details of how jurisdiction is established. This is critical education for both new and experienced judicial officers. The content is stable. By having this content in an online course it will be available to everyone 24/7.		

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Trial and Appellate Court Operations Curriculum Committee

CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	CURRICULUM COMMITTEE COST BENEFIT ANALYSIS	STAFF NOTES	GOVERNING COMMITTEE NOTES AND DECISION
Court Clerk Training Institute (CCTI)	Statewide, 5 day program offered at the AOC Sacramento location once a year. (high cost)	<p>All levels of court employees (from CEOs to staff) feel strongly that CCTI is an important and beneficial program that should continue to be offered in its current format of 5 day classes for each subject matter area. Below are specific comments from focus group members, CCTI faculty, and court leaders.</p> <ul style="list-style-type: none"> • It is a very important program that provides one of the few opportunities for court staff to network with each other and to learn how other counties are doing things. It is also useful for neighboring courts to hear how items are processed, since there are often cases that are transferred back and forth between neighboring counties. CCTI elicits useful and meaningful conversation among participants that cannot be generated in another way. • While many courts are not currently hiring, they are moving experienced employees into new departments which requires those employees to learn a new area of the court. • Focus group members (supervisors, managers, and faculty) observed that participants who attend CCTI experience renewed energy about the topic and apply this new-found energy to their work. • Topics taught at CCTI are designed to give participants an understanding of the flow of each subject matter area and provide them with the big 	<p>Always well attended and positive evaluations. Holding it at an AOC office reduces some of the costs.</p> <p>Holding this program also enables the very valuable manuals to be kept current. These manuals are used throughout the state.</p>	APPROVED

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CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	CURRICULUM COMMITTEE COST BENEFIT ANALYSIS	STAFF NOTES	GOVERNING COMMITTEE NOTES AND DECISION
		<p>picture of how a case moves through the system. For this reason the CCTI classes cannot be successfully broken up into smaller modules. If the classes were broken into smaller modules you would lose the continuity and basic understanding of seeing something presented from start to finish.</p> <ul style="list-style-type: none"> • This content is not offered anywhere else. There is no other place for clerks to get an overview like this. • Most courts do not have the time to offer this level of content. • The return on investment is tenfold. You can send clerks with no experience, you can send clerks with some experience, or you can send clerks who have been fully trained and in all cases they will return from CCTI with a totally different perspective. The training is intense and allows participants to be fully engaged; this is the value of CCTI. CCTI provides a forum for participants to ask questions and to communicate with clerks from different courts 		
Core Leadership and Training Skills (for court	Regional, 3 day training offered once a year. (high cost)	It is very important that we continue to offer this 3 day class for this audience. This class was developed for those who are not yet a supervisor but who are taking on leadership responsibilities. There are very few educational opportunities for those in this position. This group is often promoted because they are very	This class is often requested at the local court level and is the first in a series of "CORE" leadership classes.	APPROVED

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CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	CURRICULUM COMMITTEE COST BENEFIT ANALYSIS	STAFF NOTES	GOVERNING COMMITTEE NOTES AND DECISION
leads/seniors)		<p>successful clerks, but they find themselves being expected to be a leader with no preparation for the role. Below are specific comments from participants and court leaders.</p> <ul style="list-style-type: none"> • This class provides an important opportunity to develop our future court leaders. Not only are the leadership skills taught in the course essential, this group needs to network with others who are experiencing the same challenges and discuss possible solutions along with recognizing the limitations of the position. • Before attending this class, I did not realize how important it is that I take my role as a leader seriously and become a role model for my team. • I have been a lead for several years and I learned so much from this class. It was great to be able to hear how other leads are handling the challenges that I face every day. I now feel more prepared to advance to supervisor when that opportunity arises. • A supervisor observed that the leads she sent to the class came back more confident and full of new ideas and innovative ways to handle challenging situations. • It is important to keep the class as 1 three day class rather than offer it in smaller segments. It is important for leads to see that all of the different aspects of their jobs do fit together and by 	Always well attended and positive evaluations.	

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		<p>spending three days together, they are able to connect the many responsibilities in a way that wouldn't be possible with less time.</p>		
<p>Stress Management</p> <p>Time Management</p>	<p>These are 2 stand alone HTML/Online Courses (medium cost)</p>	<p>The committee recommended that these 2 courses be delivered as online courses for several reasons.</p> <ul style="list-style-type: none"> • The content for these is stable, so there would be a long shelf-life for both classes that would prevent the need for frequent updates. • Both topics apply to a very broad audience and would be a great resource for court employees at all levels. 	<p>There is a high demand for both of these topics, so it would be great to have online classes that are available for immediate use upon request.</p>	<p>APPROVED</p>

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Probate Law Curriculum Committee

CONTENT AREA AND PROGRAM OR PRODUCT	DELIVERY METHOD SELECTED	CURRICULUM COMMITTEE COST BENEFIT ANALYSIS	STAFF NOTES	GOVERNING COMMITTEE NOTES AND DECISION
Probate Law Institute	Statewide, two-day meeting on site offered every year.	This is a change from prior plans in that the Institute had been provided every other year. The committee feels that the regional and local programming model does not work well for this audience due to its smaller size as compared to other assignments such as civil. Also, it has been a challenge to recruit sufficient faculty for the many regional programs which had been scheduled. Therefore, it is being put forth to have an annual institute in lieu of regional programming, knowing that the institute will need to be made smaller and less expensive since the committee is in effect asking to double the event. But the committee strongly feels that this is the most effective way to conduct live education and maintain a statewide perspective in this assignment.	<p>Always well attended and positive evaluations. The institute could be offered on site at the AOC to save some costs and to reduce the number of participants as well. For example, probate attorneys and examiners have been invited and that could be curtailed somewhat to reduce the overall size of the event.</p> <p>Out of 12 scheduled regional programs in the 2012 – 2014 education plan, half, or 6 have been cancelled.</p>	APPROVED
Probate Law Basic Orientation (PAO course)	Statewide, 5 day meeting at the AOC offered twice a year.	The program, like the other PAO courses, is required under CRC 10.462(c)(1)(B) and expected under (4). The course needs to be offered	Evaluations consistently say “live is best” for intensive, week-long programs.	APPROVED

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		live because the audience, judges new to probate, need that interaction with both the faculty and each other.	Cannot get the faculty interaction and follow up from other delivery methods. Participants also find invaluable the discussion regarding different court practices.	

Center for Judiciary Education and Research (CJER)
Analysis of Curriculum Committee Recommendations for Review and Approval
by the CJER Governing Committee

Executive Summary

Based upon the programs and products requested by the CJER Governing Committee's nine curriculum committees for 2014-2016, CJER staff conducted a resource analysis to determine whether current staffing and funding can support these requests. The analysis shows requests in Plan Year 1 exceed staffing and funding capacity (\$38,700) and requests in Plan Year 2 exceed staffing and funding capacity (\$87,500). The main drivers of the increased costs are 1) possible increased PAO costs to take the January 2016 PAO off-site, 2) increased live, face-to-face programming requests for the evidence courses, and 3) the recommendation to hold the Probate Institute annually. CJER cannot currently adequately resource all Committee requests.

The Governing Committee should review the Committees' requests in the attached *Draft Education Plan*, and, to deal with the staffing and funding overages, provide CJER with direction and priorities. This direction may include (a) reducing new program requests, (b) reducing or eliminating current programs, and/or (c) requesting additional funding. Because multi-day statewide programs are the most funding and staffing intensive, all of CJER's multi-day statewide programs are listed on the next two pages, for your information and review. "Standard" programs are listed first, followed by the new requests from Curriculum Committees. Governing Committee direction here will yield the most useful results in terms of developing an Education Plan that can be resourced within CJER's current capacities.

Multi-day Statewide Programs Requested for Plan Year 1 (2014-2015)

New Judge Orientation (multiple offerings)

B.E. Witkin Judicial College

PAO Family Law (Fall, Winter)

PAO Juvenile Dependency (Fall, Winter)

PAO Juvenile Delinquency (Fall)

PAO Criminal (Fall, Winter, Spring)

PAO Civil Limited (Fall)

PAO Civil Basic (Winter)

PAO Civil Experienced (Spring)

PAO Probate (Winter)

PAO Traffic (Spring)

Basic Felony Sentencing (Winter, Spring)

Death Penalty Trials (Winter, Spring)

Homicide Trials (Winter)

Advanced Homicide Trials (Winter, Spring)

Evidence: Combined Civil & Criminal

Domestic Violence Nuts and Bolts

Selected Issues in Domestic Violence

Complex Civil Workshop

Family Law Institute

Juvenile Law Institute

Civil Law Institute

Cow County Judges Institute

Supervising Judges Institute

Appellate Judicial Attorneys Institute (funded by Office of Appellate Court Services)

PJ/CEO Court Management Program

Institute for Court Management Program Courses (12 individual courses/year)

Core 40, Core 24

Court Clerk Training Institute (Fall, Spring)

ADD CEAQ overview

ADD one day to Evidence: Combined Civil and Criminal course (Fall , Spring)

ADD Evidence: Combined Civil and Criminal course (Winter)

ADD Criminal Evidence course (new) (Fall, Spring)

ADD Probate and Mental Health Institute

ADD Core 40, Part II course (new)

ADD Core Leadership and Training Skills course

Multi-day Statewide Programs Requested for Plan Year 2 (2015-2016)

New Judge Orientation (multiple offerings)

B.E. Witkin Judicial College

PAO Family Law (Fall, Winter)

PAO Juvenile Dependency (Fall, Winter)

PAO Juvenile Delinquency (Winter)

PAO Criminal (Fall, Winter, Spring)

PAO Civil Limited (Fall)

PAO Civil Basic (Winter)

PAO Civil Experienced (Spring)

PAO Probate (Winter)

PAO Traffic (Spring)

CEQA Overview

Domestic Violence Institute

Domestic Violence Nuts and Bolts

Selected Issues in Domestic Violence

Complex Civil Workshop

Advanced Capital Case Roundtable

Evidence: Combined Civil & Criminal

Criminal Law Institute

Probate and Mental Health Institute

Appellate Justices Institute (funded by Office for Appellate Court Services)

Supervising Judges Institute

Appellate Judicial Attorneys Institute (funded by Office of Appellate Court Services)

PJ/CEO Court Management Program

Institute for Court Management Program Courses (12 individual courses/year)

Core 40, Core 24

Core Leadership and Training Skills

Court Clerk Training Institute (Fall, Spring)

Trial Court Attorneys Institute

ADD CEAQ overview

ADD one day to Evidence: Combined Civil and Criminal course (Fall, Spring)

ADD Evidence: Combined Civil and Criminal course (Winter)

ADD Criminal Evidence course (new) (Fall, Spring)

ADD Core 40, Part II course (new)

ADD Core Leadership and Training Skills course

POTENTIAL additional cost to move Winter Primary Assignment Courses off-site

Introduction

Starting in the Fall of 2013, each of the nine Curriculum Committees met to review their respective curricula and to make recommendations on the programs and products to develop in the next Education Plan, for their respective audiences. Those recommendations have been submitted to the Center for Judiciary Education and Research (CJER) so staff can analyze whether or not these recommendations can be developed and delivered, based on available funding and staffing resources. This document summarizes that analysis for the CJER Governing Committee and documents specific issues for the Committee to discuss, which arise due to the inability to fund and/or staff all of the recommendations from the Curriculum Committees.

This resource analysis provides the following information:

- A. A funding analysis describing the cost of the curriculum committee proposals. The cost is described in the context of CJER's Trial Court Improvement and Modernization Fund (IMF) money because it is the primary funding source that determines limits on what can be accomplished.
- B. A staffing and scheduling proposal that reflects an analysis of the most efficient method of deploying CJER's staff, because human resources are the primary indirect cost element that determines what can be accomplished.
- C. The *Draft 2014-2016 Education Plan*, based on the prioritized recommendations from the curriculum committees, including the Cost/Benefit Analysis forms that each curriculum committee completed for high cost items (separate attachment).
- D. Issues for the Governing Committee to discuss.

A) Funding Analysis

The funding analysis assumes a baseline IMF allocation for CJER of \$1,414,000 for each plan year (Plan Year 1 (2014-15) and Plan Year 2 (2015-16)). This is the budget projection provided by CJER to the Trial Court Budget Advisory Committee (TCBAC) in October of 2013 (see *Attachment 1*). This amount constitutes a 12% increase over current year funding. It was justified by the need to accommodate additional judicial appointments and a new state lodging rate while enabling CJER's level of service delivery to stay at the FY13-14 level. ***The assumption was that due to these rising cost factors additional funding was necessary to maintain an existing level of service.*** It should be noted that there is no guarantee that CJER will receive this 12% increase in its budget and the TCBAC has not formally approved it or moved it to the Council. It is the appropriate baseline to use for planning purposes, but if the funding is not provided, a reduction in the proposed programs and products will be necessary.

The analysis of the cost of the committees' priorities demonstrates a funding need that exceeds this baseline budget by \$38,700 in Plan Year 1 and \$87,500 in Plan Year 2. The main drivers of these increased costs are 1) possible increased PAO costs to take the January 2016 PAO off site, 2) increased live, face-to-face programming for the combined and separate civil and criminal evidence courses, and 3) the recommendation to hold an annual Probate Institute.

- ***Plan Year 1 costs exceed the expected budget by \$38,700.***
- ***Plan Year 2 costs exceed the expected budget by \$87,500.*** This is an amount that cannot be absorbed during the year or ameliorated with small changes. To eliminate the deficit, the Governing Committee will need to (a) prioritize and reduce new program requests, (b) reduce or eliminate some current programs, and/or (c) request additional funding.
- ***NOTE: Approximately 5-7.5K of the above may be ameliorated by criminal justice realignment funds provided by the legislature to support realignment training.***

This funding analysis is based on the following assumptions:

- 1) The analysis is directly aligned with the scheduling approach proposed by Conference and Faculty Services. The proposed schedule was created to incorporate the committee requests in a way that makes the most effective use of staff and financial resources.
- 2) CJER will continue the mostly current biannual approach for institutes
- 3) CJER's staffing resources and General Fund operating budget will remain stable.
- 4) Training will be available to CJER staff to enable them to develop new types of distance education.
- 5) Lodging and meal costs for Appellate Court education will continue to be funded by Office of Appellate Court Services. A list of those items has been provided to that office for their review and verification of funding.

B) Staffing Analysis

Live, face-to-face Programs

Staff needed to produce CJER's live, face-to-face courses and programs are primarily attorneys, educational specialists, and administrative coordinators. The efficient distribution of program development and delivery throughout the year is the primary determinant of the number of events that can be delivered. Staff's analysis demonstrates that the committees' recommendations for live, face-to-face programs can be accomplished if scheduled in the manner recommended. Please see the *Primary Assignment Orientation/Criminal Assignment Courses Schedule (Attachment 2)* for an example of this scheduling.

Distance Education

Staff needed to produce CJER's distance education are primarily housed in the Distance Education and the AV Technical Support departments. This staffing analysis demonstrates that while almost all of the distance education products requested can be resourced, it will require some adjustments in the annual capacity levels of various delivery methods, staff training to increase delivery capacity, and shifts in the plan years for delivery of some of the proposed products. The attached document, *Analysis and Recommendations for Distance Education Products*, (see Attachment 3) provides capacity levels for the various categories of delivery for the new plan. It should be noted that the online course delivery methods using Captivate software for online course development and WebEx for live webinars are new or significantly expanded in the plan. For example, there are forty webinars requested each year. Because of this, it is not possible to estimate the capacity levels for staffing these delivery methods as accurately as others which can be estimated based on past practice and it may be necessary to adjust the capacities for these programs during the plan period.

C) Draft 2014-2016 Education Plan

See the separate attachment for the draft 2014-2016 Education Plan, with prioritized recommendations from CJER's Curriculum Committees. The associated cost/benefit analysis forms for high-cost programs and products are attached.

D) Issues for Discussion

The following is a list of newly requested items contributing to costs that exceed the expected resource capacities for each year of the plan, with detailed information provided.

PLAN YEAR 1: FUNDING AND STAFFING REQUESTS EXCEEDING CURRENT CAPACITY

1. Add one CEQA course

Pursuant to Cal. Pub. Resources Code section 21167.1(b), Judges are required to complete a course on CEQA if they are to be regularly assigned to hear these cases. Currently CJER offers this two day course every other year. However, this schedule has shown to be inadequate. The CEQA course recently held was very oversubscribed. It can accommodate 80 and there was still a waitlist. Staff anticipates that this level of interest will continue which is why the Civil Law Curriculum Committee recommends offering this course annually.

2. Add one day to Combined Civil/Criminal Evidence course

The Civil Law Curriculum Committee feels that the length of this course should be increased from 2 to 3 days because the amount of content could be more effectively delivered if faculty had more time. This is supported by the participant evaluations which consistently request more time.

3. *Add additional Combined Civil/Criminal Evidence course*

The number of offerings of this course was cut from 3 to 2 in the 2012-2014 Education Plan. The Civil Law Curriculum Committee believes the number of times this course is offered should be returned to three times per year due to the essential nature of the content and consistently high number of judges attending the course. The maximum number of participants for this class is 35, but classes are full to over-enrolled each time this course has been offered.

4. *Add two new three-day Criminal Evidence courses*

The Criminal Law Curriculum Committee feels that the current civil and criminal evidence course, while excellent, could be much more effective if it were redesigned specifically for criminal judges. That is, maintain the current course length but eliminate the civil law evidence content and replace it with more in depth criminal evidence content. Discussions currently pending between the Chairs of the Criminal and Civil Law Curriculum Committees on this issue.

5. *Add a Probate Institute*

The proposal to hold an annual Probate Institute, with limited attendance at the AOC, increases costs by a significant amount in Plan Year 1. This proposal also exceeds staffing capacity because resuming the annual schedule for live institute programs will not be feasible until both staffing and funding resources have been restored. The Probate Curriculum committee feels that the regional and local programming model does not work well for this audience due to its smaller size as compared to other assignments such as criminal and civil. Also, it has been a challenge to recruit sufficient faculty for the many regional programs which had been scheduled. For both of these reasons, out of 12 scheduled regional programs in the 2012–2014 education plan, half, or 6 have been cancelled. Therefore, it is being put forth to have an annual institute in lieu of regional programming, knowing that the institute will need to be made smaller and less expensive since the committee is in effect asking to double the event. But the committee strongly feels that this is the most effective way to conduct live education and maintain a statewide perspective in this assignment.

6. Add new Core 40 Part 2 course

The Judicial Branch Leadership Development Committee feels that there is a need for taking Core 40 to the next level and develop a Part 2 that provides advanced supervisory skills, additional topics, and networking for those that have taken the original Core 40. Courts have also requested this advanced course.

7. Add additional Core Leadership Course

The committee is asking to add the additional course only when there is an identified critical need (e.g., waitlist from the prior two courses, requests from courts).

8. Add 3 10-Minute Mentor Programs

The staff capacity for development of these products will be increased by 66% from 12 to 20. The committees asked for 23 products which exceeds staffing capacity by 3. Eight will be added and remaining three should be prioritized, identified and reduced from the committee recommendations.

PLAN YEAR 2: FUNDING AND STAFFING REQUESTS EXCEEDING CURRENT CAPACITY**1. Potential increase for Winter PAO due to lack of hotel space in San Francisco and possible relocation to southern California (~\$40,000)**

The Winter PAOs, typically offered in January, conflicts with events associated with the 2016 Super Bowl, taking place in the Bay area. CJER may not be able to acquire hotel space for participants; if so, alternative dates or locations are necessary. Moving the PAO to another location will incur additional costs. A request for hotel bids has been submitted for January 2016 and more information will be available in April 2014 regarding availability.

2. Add one day to Combined Civil/Criminal Evidence course**3. Add additional Combined Civil/Criminal Evidence course****4. Add two new three-day Criminal Evidence courses****5. Add new Core 40 Part 2 course****6. Add additional Core Leadership Course**

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2014-2016 EDUCATION PLAN RESOURCE ANALYSIS

ATTACHMENT 1
Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	Total
1	Mandated, essential and other education for judicial officers	693,000	812,000	812,000	812,000	812,000	3,941,000
2	Essential and other education for court executives, managers and supervisors	31,000	34,000	34,000	34,000	34,000	167,000
3	Essential and other education for court personnel	130,000	143,000	143,000	143,000	143,000	702,000
4	Faculty and Curriculum Development	262,000	278,000	278,000	278,000	278,000	1,374,000
5	Distance Education	147,000	147,000	147,000	147,000	147,000	735,000
							-
							-
	Total	1,263,000	1,414,000	1,414,000	1,414,000	1,414,000	6,919,000

Note:

1) The projected cost increases are primarily due to an increase in hotel lodging costs. A 10% increase has been factored in to account for increased lodging allowances recently authorized by the Executive Branch and approved by the Judicial Council.

2) The projected increase in Judicial Education costs is also due to an increase in new judge education costs. These costs are primarily driven by the Governor's rate of judicial appointments. While specific appointments cannot be anticipated, a typical rate of appointments can be derived from historical data. These figures reflect a return to a more typical rate of appointments but may become higher than anticipated in the year after the Governor leaves office. There is typically a significant increase in appointments at the end of a Governor's term in office.

3) There are also annual fluctuations in need for the various audiences based upon the CJER Governing Committee's Education Plan that are not shown here. In order to plan effectively, CJER staff and the Governing Committee have to assume a stable overall budget generally consistent with the same total allocation as in prior years.

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2014-2016 EDUCATION PLAN RESOURCE ANALYSIS**Attachment 2****Primary Assignment Orientations and Criminal Assignment Courses****2014-2015**

Sept PAO	Nov CAC	Jan PAO	March CAC	June PAO/CAC
Civil Law Limited	Advanced Felony Sentencing	Civil Law Basic	Basic Felony Sentencing	Advanced Felony Sentencing
Criminal Law	Basic Felony Sentencing	Criminal Law	Advanced Homicide Trials	Civil Law Experienced
Family Law	Death Penalty Trials	Family Law	Death Penalty Trials	Criminal Law
Juvenile Dependency	Homicide Trials	Juvenile Delinquency		Juvenile Dependency
	Evidence: Criminal (3 day)	Probate	Evidence: Criminal (3 day)	Traffic
	Evidence: Combined Civil and Criminal (3 days)		Evidence: Combined Civil and Criminal (3 days)	Evidence: Combined Civil and Criminal (3 days)
	DV Selected Issues		Handling Sexual Assault Cases	DV Selected Issues

2015-2016

Sept PAO	Nov CAC	Jan PAO	March CAC	June PAO/CAC
Civil Law Limited	Advanced Felony Sentencing	Civil Law Basic	Basic Felony Sentencing	Advanced Felony Sentencing
Criminal Law	Basic Felony Sentencing	Criminal Law	Advanced Capital Case Roundtable	Civil Law Experienced
Family Law	Death Penalty Trials	Family Law	Death Penalty Trials	Criminal Law
Juvenile Dependency	Homicide Trials	Juvenile Delinquency	Homicide Trials	Juvenile Dependency
	Evidence: Criminal (3 day)	Probate	Evidence: Criminal (3 day)	Traffic
	Evidence: Combined Civil and Criminal (3 days)		Evidence: Combined Civil and Criminal (3 days)	Evidence: Combined Civil and Criminal (3 days)
	DV Selected Issues		Handling Sexual Assault Cases	DV Selected Issues

Attachment 3

Analysis and Recommendations for Distance Education Products

Product	Committee Request for Year 1	CJER Capacity for Year 1	Committee Request for Year 2	CJER Capacity for Year 2	Action Items and Notes
10-Minute Mentor	14	10	9	10	Shift one item from Plan year 1 to Plan Year 2. Reduce total request by three items and rebalance delivery schedule to plan creation of 10 products per year.
Studio Video Lectures	17	18	18	18	Reduce capacity by 4 per year and shift to creation of 10-minute mentors.
Video Recordings	0	0	0	8	Reduce capacity by 8 and shift to 10-minute mentors and webinars.
Complex Broadcasts	3	3	3	3	Reduce capacity by 1 and shift to captivate courses and 10-minute mentors
Complex Video Productions	3	3	3	3	Reduce capacity by 2 and shift to captivate courses and 10-minute mentors
Simple Broadcasts	24	24	23	23	Reduce capacity by 1 and shift to captivate courses and 10-minute mentors
Encore Broadcasts	0	0	0	0	Insignificant staffing impact. Minor cost impact
Videoconferencing	4 x 3/day	12	5 x 3/day	15	Insignificant staffing or cost impact
Webinars	39	40	41	40	This is a new approach and the workload and staffing capacity must be monitored. Capacity levels may need to be adjusted.
Complex Online Courses (HTML)	4	3	2	3	Shift one year-1 program to year-2. Some very large (3 hours) courses. No staffing reduction yielded by capacity

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2014-2016 EDUCATION PLAN RESOURCE ANALYSIS

					reduction
Simple Online Courses (Captivate)	5	5	4	5	The actual capacity for this new delivery method must be monitored and adjusted
Updates to existing Online Courses	NA	1/2 of existing courses	NA	1/2 of existing courses	Assume continuation of current practice.
Interactive Judicial Articles	NA	12	NA	12	Assume continuation of current practice.

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[EXCERPTED]**

4 – 5. Review and Discussion of the Draft 2014–2016 Education Plan (Tab D) — Justice Dondero, Committee Liaisons, Dr. Cowdrey (Action)

Referring to the materials under Tab D, Justice Dondero explained that the proposed 2014 – 2016 Education Plan, after it is approved by the Governing Committee, will be submitted to the Judicial Council sometime before its implementation in the next fiscal year.

Dr. Cowdrey provided an overview of the proposed education plan recommendations from the nine curriculum committees as well as a staffing and funding analysis of what CJER is likely able to resource, including specific references to those items which CJER currently does not have sufficient resources to cover. It is these items which CJER is seeking the direction of the Governing Committee. After a full review of the resourcing process and a discussion of its ramifications, the Governing Committee liaisons presented to the committee the recommendations of their respective curriculum committees, including a discussion of the high cost plan items for which a cost benefit analysis was performed. For each liaison presentation, there was a full discussion of the recommendations offered by each curriculum committee including a review of the high cost items requiring a cost benefit analysis. The specific education plan recommendations which CJER had indicated could not be resourced as currently presented were discussed and the Governing Committee provided specific direction to staff, as follows:

1. Offer the CEQA course annually

Currently, the two day CEQA course is offered biennially. This year the course was significantly overenrolled, close to 80 participants. The Civil Law Curriculum Committee recommended that the course be offered annually. The Governing Committee discussed this recommendation and decided to leave the course offering on a biennial schedule but to recommend that enrollment continue to be expanded. Two factors were significant in reaching this decision. First, this course is a high cost item as illustrated by the cost benefit analysis performed and the Governing Committee determined that devoting resources to deliver this program annually should be invested in other areas. Also, faculty for this course has determined that the class size this year, although large, was nevertheless manageable. Therefore, it was determined that the most prudent course of action was to keep this course offering every other year and expand the class size as appropriate. The Governing Committee also asked staff to investigate alternate venues which could more effectively accommodate a larger class size.

2. Add one day to Combined Civil/Criminal Evidence course

The Governing Committee agreed with the Civil Law Curriculum Committee that this course, currently two days, should be expanded to three days. This course is also a high cost item as revealed by the cost benefit analysis, but the benefits of expanding this course by one day would allow concurrent breakout sessions to be incorporated into it which would accommodate the specific educational needs of judges sitting in criminal and judges sitting in

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[EXCERPTED]**

civil. The Governing Committee determined that cost of this expansion was justified by the benefits.

3. Add one additional offering of the Combined Civil/Criminal Evidence course

Currently this course is offered twice a year. The Civil Law Curriculum Committee recommended offering this course three times a year. Because this is a high cost item, as previously discussed, and because it has already been approved to expand the course by one day, the Governing Committee declined this recommendation in an effort to preserve resources for other education plan items.

4. Develop and offer twice a year a new three-day Criminal Evidence course

The Criminal Law Curriculum Committee felt that the current combined civil and criminal evidence course, while excellent, does not meet the full educational needs of judges sitting in a criminal assignment and includes material for a civil assignment which is not relevant to their needs. The Governing Committee, while appreciating this perspective, nevertheless decided to decline this recommendation in light of its decision to expand the existing combined evidence course by one day and direct that it include separate civil and criminal breakout segments. This recommendation was also a high cost item and the cost benefit analysis also contributed to the Governing Committee's decision to not approve it.

5. Offer the Probate Institute Annually

The Probate Curriculum Committee recommended holding the statewide institute annually instead of biennially because the regional program model has not worked as well with this audience as it has with other judicial audiences such as criminal and family. The probate institute is a high cost item and the cost benefit analysis performed revealed that there were insufficient resources to hold it annually. Nevertheless, the Governing Committee determined that, while there were insufficient resources to hold the institute annually, this audience did merit a statewide education event in the years when the probate institute is not held and approved a recommendation to develop and hold a lower cost multi-day course, possibly in conjunction with the PAOs or CAC courses, in the years when there is no probate institute. That is, the Governing Committee recognized the need for maintaining sufficient statewide education for this audience while operating within the constrained budgetary parameters.

6. Add new Core 40 Part 2 course

The Judicial Branch Leadership Development Committee feels that there is a need for taking Core 40 to the next level and develop a Part 2 that provides advanced supervisory skills, for those that have taken the original Core 40. Courts have also requested this advanced course, especially in light of the increasing demands being placed upon court management over the past few years. The Governing Committee agreed and approved this recommendation, acknowledging that this is a high cost item but the cost benefit analysis showed that its costs were outweighed by the educational benefit to the audiences this program would serve. It

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[EXCERPTED]**

was noted that this program, as well as the other administrative programs devoted to management and leadership, were even more essential now because of the increased need for succession planning, given the substantial increase in retirements of experienced court leadership over the past few years. It is critical that the persons replacing these experienced court leaders be prepared to the fullest extent possible.

7. Core Leadership Course Offerings

The Trial and Appellate Court Operations Committee recommended that the current offering of this program (another high cost item for which a cost benefit analysis had been performed), three times a year, be continued but that the third iteration be held only when there is a demonstrated demand for it. The Governing Committee agreed and approved this recommendation, primarily because it preserves resources unless a demonstrated need justifies the additional expenditure.

8. Creating a CEQA Benchguide

There was a also discussion regarding the Civil Law Curriculum Committee recommendation to convert the existing CEQA course materials into a benchguide, which is a high cost item requiring a specific cost benefit analysis. This discussion occurred after the curriculum committee submitted its recommendations to the Governing Committee. The Governing Committee directed CJER staff to perform a resource analysis on developing this product and to return to the Governing Committee with its results for a final determination.

9. Add 3 10-Minute Mentor Programs

(note - revisions and corrections to the draft education plan were identified during the meeting and the final corrected tally of these items was found to be lower than originally calculated and CJER is able to fully resource this category of programs, thereby making this request irrelevant.)

In concluding this discussion of the draft 2014 – 2016 education plan, the Governing Committee directed staff to incorporate the directions provided by the Governing Committee and to revise the relevant portions of the education plan and conduct another resource analysis in preparation for the Governing Committee to review the revised plan at its next meeting for final approval.

6. Review and Discussion of Cost Benefit Analysis of Education Products (Tab E) — Justice Dondero, Dr. Cowdrey (Action)

As noted in the prior section, the proposed plan items requiring a cost benefit analysis were discussed during the Governing Committee liaison presentations. After a full and meaningful discussion of each committee's recommendations, the plan items for which a cost benefit analysis was performed were discussed and accepted (except where noted in section 5) by the Governing Committee and kept on the draft education plan.



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ACTIVITY REPORTING AND PROPOSAL FORM**JUDICIAL COUNCIL DIRECTIVES
AOC RESTRUCTURING**

DATE	3/25/2013
PREPARED BY	Diane Cowdrey
OFFICE NAME	Center for Judiciary Education and Research
JUDICIAL COUNCIL DIRECTIVE NUMBER	86
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts that the Education Division should conduct true cost benefit analyses in determining the types of training and education it provides for new judicial officers and others, and to report to the council on the results. Analyses should include types, lengths, locations of programs, delivery methods, and the costs to courts.
SEC RECOMMENDATION	The Education Division should conduct true cost-benefit analyses—and not rely only on its own preferences—in determining the types of training and education it provides, including types, lengths, and locations of programs, delivery methods, and the costs to courts. This type of analysis should apply to training and education programs for new judicial officers.
RESPONSE (check applicable boxes)	
<input checked="" type="checkbox"/> This directive has been completed and implemented:	
<p>The Judicial Council requested that CJER submit recommendations on the cost-benefit process, and this was submitted at the January 17, 2013 Council meeting. Based upon the Council's approval of CJER's approach to the directive, this final report is submitted to the Council at its April 2013 meeting. This directive, if approved by the Council, will be implemented in the remainder of this calendar year. In order to implement the directive, CJER's recommendations are to 1) increase oversight by the Governing Committee of CJER management with respect to determining the appropriate expenditures for developing education, 2) ensure validation by Governing Committee of the analyses and recommendations of curriculum committees, and 3) provide Advisory Committee-level oversight of cost effectiveness in the manner in which education is delivered while maintaining educational effectiveness.</p> <p>In order to comply with Judicial Council directive #86, CJER has strengthened the "cost" side of the equation by making the following changes to current process:</p> <ol style="list-style-type: none"> 1. Prior to the development a two-year Education Plan, CJER staff will provide the Governing Committee with budget information on the programs and products that have the highest cost. The Governing Committee will review these to determine if (a) there are ways to reduce costs, and (b) whether the benefits of those programs and products justify the cost of their inclusion in the next Education Plan. 2. CJER staff will provide additional information on costs of each delivery method to the curriculum committees so they can analyze the relative delivery costs against the effectiveness of a particular delivery method for achieving stated educational goals and objectives. See attached two Job Aids: one on delivery methods, and one on relative costs of delivery methods. 3. The Governing Committee and curriculum committees should examine costs in their selection of the types of delivery methods. It should include variables such as the lengths and locations of live 	

programs, direct and indirect development costs and estimated costs to courts.

4. Staff should facilitate discussion among committee members about the effectiveness and costs of various delivery methods and should ensure that the benefits of more expensive methods are clearly documented for review by the CJER Governing Committee should the curriculum committee determine that a more costly delivery method is necessary to effectively achieve educational goals. See attached updated process.

After the curriculum committees have conducted the cost-benefit analysis and made their prioritized recommendations to the Governing Committee, CJER staff will continue with the established practice of resourcing the prioritized committee recommendations to ensure the efficient delivery of as many of the committee recommendations as possible, with the available budget and staff resources.



Delivery methods.docx
Microsoft Office Word
Document
16.8 KB



Relative cost document
EP 86 version 6 (2).docx
Microsoft Office Word
Document
36.9 KB

This directive is forwarded to the Judicial Council with options for consideration:

File Attachment

Other:









File Attachment

File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

<p>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</p>	<p>Will be implemented for the next Education Plan (2014-16). Curriculum Committees will begin meeting in Fall 2013 to begin this work.</p>
<p>RESOURCES REQUIRED FOR IMPLEMENTATION</p>	<p></p>

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input checked="" type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<p>Attached is a new form for Curriculum Committees to use in making cost/benefit decisions about education and making recommendations to the CJER Governing Committee.</p>  <p>Cost Benefit Analysis Form.docx Microsoft Office Word Document 14.0 KB</p> <p> File Attachment</p>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<p> File Attachment</p>
<input checked="" type="checkbox"/> SAVINGS	<p>Implementing a more rigorous cost effectiveness analysis and workflow process may enable CJER and the committees it serves to develop and deliver more education to the judiciary and the courts with reduced resources, while maintaining a focus on the effectiveness of the education provided. As part of this new process, the Governing Committee will review the higher cost education programs and products and may determine that costs should be reduced. When provided with financial data on the costs of providing education in the various delivery methods, curriculum committees may determine that a less costly method is the most effective one to use.</p> <p> File Attachment</p>
<input checked="" type="checkbox"/> COST	<p>The overriding purpose of this recommendation is to ensure that information on costs is being effectively provided to the appropriate decision-makers, and that each education program and product is effective in imparting the knowledge, skills, and abilities necessary. When provided with financial data on the costs of providing education in the various delivery methods, the Governing Committee and curriculum committees may determine that a more costly method is the most effective one to use.</p> <p> File Attachment</p>
<input type="checkbox"/> EFFICIENCIES	<p> File Attachment</p>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<p> File Attachment</p>
<input type="checkbox"/> OTHER	<p> File Attachment</p>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
<hr/>	

ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text"/>

JOB AID: Relative Costs of Education Delivery Methods

According to “Developing the Judicial Branch Education Plan: Objectives, Roles and Responsibilities,” approved by the CJER Governing Committee in November 2009, the primary role and responsibility of the Curriculum Committee is to develop a two-year education plan for its respective curriculum area, in partnership with CJER staff, for approval by the Governing Committee. Curriculum Committees determine what content should be addressed in a two-year plan, prioritize that content, and also make recommendations about the appropriate way to deliver the content. Curriculum Committee members have knowledge about the variety of delivery methods available to CJER. This job aid provides information about the relative cost of the various delivery methods so that committee members can weigh the costs and benefits of particular delivery methods and make informed decisions about which delivery method is the most effective, cost-effective and appropriate to use. Committee members should carefully consider the cost and benefit of choosing a high cost delivery method (items 1-5 on the attached summary), and work with CJER staff to document their rationale for doing so for review by the CJER Governing Committee.

Below are summaries of the primary methods of providing education, a chart of relative costs, and a set of individual charts that provide greater detail about the costs associated with each of the delivery methods.

Live, face-to-face education programs can involve the highest number of cost elements to the courts and the AOC, and some forms of this delivery method incur the highest aggregate costs among the various options available. They range in format from half-day local courses to multi-day programs held at a conference or hotel venue.

Distance Education (Satellite Broadcast) typically entails very little direct cost beyond faculty travel and meals unless video production is required (for development of vignettes or interviews of subject matter experts shown during the broadcast). In that case, standard direct costs such as staff and faculty travel and lodging are incurred and indirect staff time costs are significantly increased. The other standard cost is satellite broadcast transmission, which costs approximately \$1,000 per hour. There are also annual costs associated with maintenance and repair and occasional installation charges for downlinks in new facilities.

Distance Education (Online Video) costs vary depending on the complexity of production. Only the *video simulations*, which entail the creation of vignettes, require a great deal of faculty and staff time and various direct costs. *Video lectures* from live programs incur direct costs for staff travel to record at a program and staff time to edit the videos, but they leverage faculty in a cost effective fashion. *Videos* created in the studio typically incur only costs for faculty travel and staff time.

Distance Education (Videoconference) typically entails very little direct cost beyond faculty travel and meals. There may be some indirect costs for faculty and staff preparation depending upon the complexity of the faculty and participant materials that must be developed and the technical challenges incorporating multiple sites. Because the signal is transmitted over the AOC and Appellate Court computer network, it is reliable and does not entail any transmission costs. There are some annual costs associated with equipment maintenance and repair.

Distance Education (Webinars) typically entails very little direct cost beyond faculty travel and meals. There are some indirect costs for faculty and staff preparation depending upon the complexity of the faculty and participant materials that must be developed. There are some annual costs associated with the software and some associated telecommunication charges.

Distance Education (Online Courses) involves preparation from staff writers and faculty reviewers similar to CJER publications. They require a greater level of instructional design than publications and the added element of media production staff to create the web pages and their various elements. They vary significantly in length and complexity and the indirect cost of CJER staff time varies proportionately.

Publications currently provided by CJER are available in print or online. The bench books and handbooks are the only publications remaining solely in print form, and most of the costs for printing are funded by legal publisher partners. The primary costs are indirect, and are associated with the staff that write and edit the publications and the faculty time to review that work. The largest publication product, the Civil Bench Book series, is written by contractors and funded almost entirely from grant money. CJER's bench guides are provided only online. As with online course development, publications vary in length and complexity and the staff time required varies proportionately.

Direct cost factors and how they are funded:

- Faculty Lodging and Meals (Trial Court Improvement and Modernization Fund or IMF)
- Faculty Travel (IMF)
- Contract faculty and contract publications writers (IMF, other Special Fund money or Grant Funding)
- Participant Lodging and Meals (IMF)
- Meeting room rental costs (IMF)
- Satellite broadcast transmission time (IMF)
- Participant Travel (Individual Court)

CJER Staff Lodging, Meals, and travel (AOC General Funds)

Relative Cost Summary Chart: Education Delivery Methods

	Delivery type	Delivery Method Category	Direct Cost	Indirect Cost	Cost relative to other delivery methods
1	<ul style="list-style-type: none"> Statewide events Two or more days Hotel meeting facility 	Live, face to face education	Very High	High	Very High
2	<ul style="list-style-type: none"> Bench Books (new and updates) 	Publications and resources	High	High	High
3	<ul style="list-style-type: none"> Statewide events Two or more days AOC Meeting Facility 	Live, face to face education	High	High	High
4	<ul style="list-style-type: none"> Unique online courses on complex subjects 	Online courses	Low	High	Medium
5	<ul style="list-style-type: none"> Bench Guides (new and updates) 	Publications and resources	Low	High	Medium
6	<ul style="list-style-type: none"> Complex broadcast program 	Satellite broadcast	Medium	Medium	Medium
7	<ul style="list-style-type: none"> Regional events One day or less AOC or court meeting facility Offered in more than one region 	Live, face to face education	Medium	Medium	Medium
8	<ul style="list-style-type: none"> Video simulations online 	Online video	Medium	Medium	Medium
9	<ul style="list-style-type: none"> Video lectures from live programs online 	Online video	Medium	Medium	Medium
10	<ul style="list-style-type: none"> 10-minute Mentor 	Online video	Low	Medium	Low
11	<ul style="list-style-type: none"> Simple broadcast 	Satellite broadcast	Low	Medium	Low
12	<ul style="list-style-type: none"> Bench Tool and staff job aids 	Publications and resources	Low	Medium	Low
13	<ul style="list-style-type: none"> Online judicial articles 	Online courses	Low	Medium	Low
14	<ul style="list-style-type: none"> Encore broadcasts (reruns) 	Satellite broadcast	Low	Low	Low
15	<ul style="list-style-type: none"> Video lectures (Produced in the AOC studio) 	Online video	Low	Low	Low
16	<ul style="list-style-type: none"> Local court location One day or less Court meeting facility 	Live, face to face education	Low	Low	Low
17	<ul style="list-style-type: none"> Videoconferences (1-3 hours) 	Videoconferences	Very Low	Low	Very Low
18	<ul style="list-style-type: none"> Webinars (1-2 hours) 	Webinars	Very Low	Low	Very Low

Definitions of Relative Cost Categories

	Direct Costs	Indirect Costs
Very High	<p>High participant food and beverage costs at off-site venues, and high staff travel costs at programs such as the Judicial College (\$100,000-330,000) and Judicial Institutes (\$45,000-\$75,000).</p> <p>Ranges from \$45K – 400K per event or product</p>	<ul style="list-style-type: none"> • Multiple days of faculty time in preparation and teaching • Multiple days of participant time away from court • Large number of staff required • Large amount of staff time required (including site contracts)
High	<p>Reduced costs of participant food and beverage, and staff travel costs, due to holding a program at an AOC or court location; for example, the Winter Primary Assignment Orientations, which typically includes 5-6 different courses (\$75,000). Also, the Civil Law Bench Book (\$100,000/year).</p> <p>Ranges from \$45K – \$100K per event or product</p>	<ul style="list-style-type: none"> • Multiple days of faculty time in preparation and teaching • Multiple days of participant time away from court • Large number of staff required • Moderate amount of staff time required (including site contracts)
Medium	<p>Few direct costs, usually faculty travel and lodging, and/or CJER staff travel; for example, regional courses, complex video products.</p> <p>Less than \$5,000 per event or product</p>	<ul style="list-style-type: none"> • Two days or less of faculty time away from court • Two days or less of participant time away from court • Some appreciable staff time for content development, production and delivery logistics
Low	<p>Few direct costs, usually faculty travel and lodging; for example, local courses at courts, or distance education such as bench tools and simple broadcasts.</p> <p>Less than \$2,500 per event or product</p>	<ul style="list-style-type: none"> • One day or less of faculty time away from court • One day or less of participant time away from court • Small amount of staff time content development • Small amount of staff time for production or delivery logistics
Very Low	<p>Very few or no direct costs; for example, webinars or videoconferences.</p> <p>Less than \$1,000 per event or product</p>	<ul style="list-style-type: none"> • No staff time for content development, production, or delivery logistics

Live, Face-to-Face Education

Primary forms of live, face-to-face education	Primary cost factors, designated as High (H), Medium (M) or Low (L) Cost	Example	Cost relative to other delivery methods
Statewide multi-day program with multiple courses held at a hotel conference facility	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (H) • Faculty travel (H) • Participant lodging (H) • Participant meals (H) • Participant travel (H) • CJER staff lodging & meals (H) • CJER staff travel (H) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty & Participant time away from court (H) • CJER staff time* (H) 	<i>Juvenile Law Institute</i>	Very High
Statewide multi-day program with multiple courses held at an AOC meeting facility	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (H) • Faculty travel (H) • Participant lodging (H) • Participant meals (L) • Participant travel (H) • CJER staff lodging & meals (H) • CJER staff travel (H) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty & Participant time away from court (H) • CJER staff time* (H) 	<p><i>Primary Assignment Orientation Program</i></p> <p><i>Civil & Criminal Evidence Course</i></p>	High
Regional program of one day or less held at an AOC or court facility	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (H) • Faculty travel (H) 	<p><i>Parole revocation hearings</i></p> <p><i>Hot topics in Decedents</i></p>	Medium

and offered in more than one region	<ul style="list-style-type: none"> • Participant lodging (L) • Participant meals (L) • Participant travel (L) • CJER staff lodging & meals (H) • CJER staff travel (H) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (M) • Participant time away from court (L) • CJER staff time* (H) 	<i>Estates & Trusts</i>	
Local program of one-day or less held in a court facility	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (H) • Faculty travel (H) • Participant lodging (None) • Participant meals (L) • Participant travel (None) • CJER staff lodging & meals (None) • CJER staff travel (None) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (M) • Participant time away from court (L) • CJER staff time* (L) 	<i>Local training catalog courses</i>	Low

* CJER staff typically involved in the development of live face-to-face education may include the following classifications: Attorney or education specialist, education coordinator(s), meeting planner (RFPs & contracts), registration coordinator, secretary, 1–3 AV technicians, copy editor, and other staff performing minor support functions. Depending on the complexity, length and size of the event, staff on site typically include: Attorney or education specialist responsible for the content area, education coordinator, hotel meeting planner, (one day), registration coordinator (one day), AV Technicians 1–7 days.

Distance Education: Satellite Broadcasts

Primary forms of broadcasts	Primary cost factors, designated as High (H), Medium (M) or Low (L) Cost	Example	Cost relative to other delivery methods
Complex Broadcast: Complex subject Matter and/or using video vignettes or other pre-broadcast video production combined with lecture and panel discussion	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (M) • Faculty travel (M) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (L) • CJER staff travel (L) • Broadcast transmission time <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (M) • Participant time away from court (L) • CJER staff time* (H) 	<i>Continuing the Dialog broadcast: Implicit Bias</i>	Medium
Simple broadcast: Single subject and/or Live Panel Discussion	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (L) • Faculty travel (L) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (None) • CJER staff travel (None) • Broadcast transmission time <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (M) • Participant time away from court (L) • CJER staff time* (L) 	<i>Small Claims Processing for court staff</i>	Low

Encore broadcasts (reruns)	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (None) • Faculty travel (None) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (None) • CJER staff travel (None) • Broadcast transmission time <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (None) • Participant time away from court (L) • CJER staff time* (L) 	<i>Court staff broadcasts: Customer Services</i>	Low
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* CJER staff typically involved in the development of broadcast education may include the following classifications: Attorney or education specialist, media production specialist, copy editor, education coordinator, web developer, 1–5 AV/Video technicians, and other staff performing minor support functions.

Distance Education: Online Videos

Primary forms of online video education	Primary cost factors, designated as High (H), Medium (M) or Low (L) Cost	Example	Cost relative to other delivery methods
Video simulations	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (M) • Faculty travel (M) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (L) • CJER staff travel (M) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (M) • Participant time away from court (L) • CJER staff time* (H) 	<i>Continuing the Dialog broadcast: Implicit Bias</i>	Medium
Video lectures from live programs	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (None additional) • Faculty travel (None additional) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (M) • CJER staff travel (H) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (None additional) • Participant time away from court (L) • CJER staff time* (M) 	<i>Appellate Judicial Attorneys Institute Lectures</i>	Medium

10-minute mentor	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (L) • Faculty travel (L) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (None) • CJER staff travel (None) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (M) • Participant time away from court (L) • CJER staff time* (H) 	<i>Expedited Jury Trials</i>	Low
Video Lectures (Produced in the AOC Studio)	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (L) • Faculty travel (L) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (None) • CJER staff travel (None) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (M) • Participant time away from court (L) • CJER staff time* (L) 	<i>Hearing DV Cases: Avoiding Pitfalls</i>	Low

* CJER staff typically involved in the development of online videos may include the following classifications: Attorney or education specialist, media production specialist, copy editor, web developer/analyst, education coordinator, registration coordinator, secretary, 1–3 AV technicians, video editor, and other staff performing minor support functions.

Distance Education: Online Courses

Primary forms of Online education	Primary cost factors, designated as High (H), Medium (M) or Low (L) Cost	Example	Cost relative to other delivery methods
Unique Online Courses on complex subjects that take from 1- 6 hours to complete	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (None) • Faculty travel (None) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (None) • CJER staff travel (None) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (reviewing and writing) (M-L) • Participant time away from court while taking the course (L) • CJER staff time *(H) 	<p><i>Juvenile Dependency Hearings;</i></p> <p><i>Preliminary Hearings Primer</i></p>	Medium

* CJER staff typically involved in the development of self-paced online courses may include the following classifications: Attorney or education specialist, copy editor, media production specialist, web developer/analyst, education coordinator, AV/Video Technicians and other staff performing minor support functions.

Education Publications & Resources

Primary forms of education publications	Primary cost factors, designated as High (H), Medium (M) or Low (L) Cost	Example	Cost relative to other delivery methods
Bench Books and Handbooks (new writing and ongoing updates)	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (None) • Faculty travel (None) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (None) • CJER staff travel (None) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (M-L) • Participant time away from court (L) • CJER staff time)* (H) 	<p><i>Civil Proceedings Bench Book</i></p> <p><i>Mandatory Jury Instructions</i></p> <p><i>Small Claims</i></p>	High
Bench Guides & Bench Handbooks, new practice and job aids (new writing and ongoing updates)	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (None) • Faculty travel (None) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (None) • CJER staff travel (None) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (M-L) • Participant time away from court (L) • CJER staff time)* (H) 	<p><i>Right to Counsel Issues</i></p> <p><i>DUI Proceedings</i></p>	Medium

<ul style="list-style-type: none"> • Bench Tools • Job aid resources available online • Development and updating 	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (None) • Faculty travel (None) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (None) • CJER staff travel (None) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (L) • Participant time away from court (None) • CJER staff time* (L) 	<p><i>Case initiation in Probate;</i></p> <p><i>Confidentiality and sealing records</i></p>	<p>Low</p>
<ul style="list-style-type: none"> • Online Judicial Articles 	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (None) • Faculty travel (None) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (None) • CJER staff travel (None) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (None) • Participant time away from court (None) • CJER staff time* (L) 	<p><i>Introduction to California Land Use Law</i></p>	<p>Low</p>

* CJER staff typically involved in the development of education publications and resources may include the following classifications: Attorney or education specialist, copy editor, other staff performing minor support functions. When writing is performed by grant-funded consultants (Civil Proceedings Bench Book), those costs are considered direct costs.

Distance Education: Videoconferences

Primary form of videoconferencing education	Primary cost factors, designated as High (H), Medium (M) or Low (L) Cost	Example	Cost relative to other delivery methods
1-3 hour program held at 2-4 AOC or appellate court sites and occasionally including a trial court site	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (M) • Faculty travel (M) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (L) • CJER staff travel (L) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (M) • Participant time away from court (L) • CJER staff time* (M) 	<p><i>Appellate Court Staff</i></p> <p><i>Appellate Justices Qualifying Ethics</i></p>	Very Low

* CJER staff typically involved in the development of educational videoconferences may include the following classifications: Attorney or education specialist, education coordinator, registration coordinator, secretary, AV Systems Technical Analyst, 1–2 AV technicians, and other staff performing minor support functions

Distance Education: Webinars

Primary form of webinar education	Primary cost factors, designated as High (H), Medium (M) or Low (L) Cost	Example	Cost relative to other delivery methods
1-2 hours Webinars	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (L) • Faculty travel (L) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (None) • CJER staff travel (None) • Broadcast transmission time <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (M) • Participant time away from court (L) • CJER staff time* (M) 	<i>Current Issues in Criminal Law</i>	Very Low

* CJER staff typically involved in the development of educational webinars may include the following classifications: Attorney or education specialist, education coordinator, administrative secretary, AV technician, and other staff performing minor support functions.

Education Committee Delivery Method Selection: Cost Benefit Analysis Form

Curriculum Committees determine what content should be addressed in a two-year plan, prioritize that content, and also make recommendations about the appropriate way to deliver the content. Curriculum Committee members have knowledge about the variety of delivery methods available to CJER. Committee members should carefully consider the cost and benefit of choosing a high cost delivery method (items 1-5 on the Relative Cost Summary Chart) and work with CJER staff, using this form, to document their rationale for doing so for review by the CJER Governing Committee.

Note: Use this form only when proposing use of delivery methods that have a high cost element (Items 1-5 on the Relative Cost Summary Chart: Education Delivery Methods)

CONTENT AREA	DELIVERY METHOD SELECTED	CURRICULUM COMMITTEE COST BENEFIT RATIONALE	STAFF NOTES	GOVERNING COMMITTEE NOTES

EDUCATION DELIVERY OPTIONS

FACE TO FACE EDUCATION—Courses are designed and delivered to encourage participants to interact with the content, and share experiences, expertise, challenges, concerns, and successes. This format is especially effective when interaction and immediate feedback are important.

Statewide: Opportunity to work with participants from across the state and learn from their varied experience. This delivery option is the most costly form of education per participant.

Regional: Focused on a tighter geographical area/content that can be covered in a 1-day format.

Local: Content delivered by courts internally in partnership with CJER.

ONLINE VIDEO—Video for content that can be developed in short segments designed for focused and/or “just-in-time” learning. **(24/7)**

Lecture Series—Discrete topics delivered in primarily lecture format by one or more subject matter experts that last 30 minutes to 1 hour.

10-Minute Mentor—This series consists of short topic videos presented by judicial officers who are experts in the areas they discuss.

Video Simulation Series—A series of short videos demonstrating techniques that participants can use to increase efficiency and effectiveness.

BROADCAST—Scheduled courses developed for delivery through the statewide satellite broadcast system and focused on specific audiences.

Live Broadcast—Content selected may be either lecture-/information-based (short format) or skills-based (1–2 hour format).

Individual & Facilitated Locally—Courses are repurposed for online desktop viewing and/or viewed by a group in a face to face course facilitated locally from DVD.

SELF-PACED ONLINE—Education that is designed for online delivery. These courses represent a range of complexity and interactivity. Content is generally stable, with limited updating requirements. Additionally, online courses provide judicial branch audiences with a convenient reference for related statutes, rules, and forms. **(24/7)**

PUBLICATIONS—Benchguides, Bench Handbooks, Benchbooks, and Job Aids are resources written and updated by staff with review by workgroups. These are available in hard and/or soft copy online. **(24/7)**

VIDEOCONFERENCE TRAINING—Videoconferencing is linking two or more locations (up to 8) by two-way video, allowing participants to communicate with each other and faculty during the course. Best designed for small numbers in multiple locations and short formats (1–2 hours). Currently only available at the Appellate Courts and the AOC Regional Offices.

WEBINARS—Short for Web-based seminar. These are courses transmitted over the Internet, consisting of a shared group environment online that includes live audio and video communication with an audience that is in a remote location from the faculty. Webinars may include video, PPT, chat capability with faculty, faculty feedback, and polling for audience participation. (*i.e.*, WebEx)

Each of these delivery options can be part of a blended learning plan. For example, a face to face course might require participants to complete an online course before attending the course, or a Webinar might follow a studio video as a way to expand the learning.