

Court Review

THE JOURNAL OF THE AMERICAN JUDGES ASSOCIATION

Volume 56, Issue 2

2020

EDITOR'S NOTE

In this issue we bring you a collection of articles addressing judicial leadership and management skills. This is a topic of particular interest to me and one that I think has been given far too little treatment in the resources provided to judicial officers. Most of us in the judiciary have not had the luxury of formal, or even informal, training in management, administrative, or leadership skills. Yet, because of our positions, we are routinely placed in roles requiring these skills in depth. More often than not, the nature of the issues we are called upon to address mean that we not only need to have these skills, we need to employ them at a high level of expertise. One of my long pet projects has been to bring resources to judges to help them with these challenges. I have been lucky enough to be part of a judicial branch that has valued and, at times, emphasized development of leadership skills in judicial officers. My hope is that we at *Court Review* will build a strong portfolio over the years to come of judicial leadership and management reference materials to help you. In the interest of full disclosure, I should also mention that I teach these skills for the National Judicial College.

We start with an overview of the needs of judicial leadership from Prof. Jeswald Salacuse. Prof. Salacuse is an internationally recognized expert on leadership issues and has published a number of books on the subject. Importantly to us, his framework for approaching leadership was chosen by the National Center for State Courts as the foundation for their superb leadership training program held in 2019 and aimed at chief justices. In his article, he helps us understand the “demand side” for our leadership skills.

Next, we move to the specifics of leadership when viewed from the perspective of the “the Every Judge” by Judge Samuel Thumma. Judge Thumma is another author accomplished in addressing leadership skills and with considerable judicial leadership experience from which to draw insights. Judge Thumma is also one of my esteemed colleagues on faculty with the National Judicial College, and we were scheduled to teach these topics in Macedonia before the pandemic interrupted. I think you will find Judge Thumma’s insights helpful in your very next committee meeting.

We wrap up our focus on leadership in this issue with that old friend to all in the judiciary, Judge Keven Burke. Judge Burke’s long service in helping improve the skills of judges is well known to the members of the AJA and needs no introduction here. Judge Burke draws on his particular insights into procedural fairness and his extensive leadership experience to help us understand how to bring those skills that help us excel as judges to the leadership demands so often placed upon us.

We also have excellent discussions from our regular contributors. Judge Gorman explains the benefits and dangers of a practice known as filing additional reasons that contains useful insights to a judge for crafting any ruling. Our ethics expert, Cynthia Gray, talks to us about the challenges of categorizing our relationships. We also present our president’s message in these difficult times and the crossword to help you decompress. —David Prince



Court Review, the quarterly journal of the American Judges Association, invites the submission of unsolicited, original articles, essays, and book reviews. *Court Review* seeks to provide practical, useful information to the working judges of the United States and Canada. In each issue, we hope to provide information that will be of use to judges in their everyday work, whether in highlighting new procedures or methods of trial, court, or case management, providing substantive information regarding an area of law likely to be encountered by many judges, or by providing background information (such as psychology or other social science research) that can be used by judges in their work. Guidelines for the submission of manuscripts for *Court Review* are set forth on page 74 of this issue. *Court Review* reserves the right to edit, condense, or reject material submitted for publication.

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On the cover: The Johnson County, Kansas Courthouse is a 350,000 SF facility that will include 28 civil, criminal, family, high-volume and high-capacity courtrooms. The new courthouse will serve the tenth judicial district of Kansas. The project incorporated local materials for the outside and inside of the building. The project has been designed has a high performance building and will serve the community for the next 75 years. The team of JEDunn, TreanorHL and Fentress worked hand in hand to bring the county’s vision to a completed project.

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Cite as: 56 Ct. Rev. ____ (2020).