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A Message from PK Jameson, State Courts Administrator

When the judicial branch’s new long-range plan was released last December, Chief Justice Labarga called it a “comprehensive and balanced blueprint based on more than a year of meticulous work.” His reference to “more than a year of meticulous work” really emphasized the magnitude of this accomplishment. To develop this plan—which will guide our judicial branch as it seeks to advance its mission and vision in the coming years—was no small feat: to ensure the plan would be responsive to local conditions throughout the state, Judicial Management Council members spent countless hours (in addition to the normal expectations of their office) gathering and analyzing feedback about the court system from a broad spectrum of Floridians. Thanks to the council’s commitment, our courts have a relevant and useful roadmap for addressing the challenges lying ahead.



If asked what is involved in administering justice effectively, few people think about projects like the construction of a long-range plan; they think about the branch’s highest and most public priority, the disposing of cases—and this is something Florida does very well: for the past three years, for instance, the judicial branch disposed of over 3.7 million cases per year. But accomplishments like the new long-range plan call attention to the many other kinds of enterprises in which the people in our branch are engaged to improve the administration of justice.

Also a product of the Judicial Management Council, the branch’s new communication plan, *Delivering Our Message*, is another example. Designed to help the courts build relationships with a variety of partners, enhance public understanding of and support for the branch, speak clearly and purposefully about the branch, support open lines of communication, and communicate effectively using coordinated, strategic efforts, this plan will also play a role in enhancing the administration of justice.

Consistent with the communication plan and the branch efforts to provide helpful information to the public is the DIY Florida Project, another weighty Judicial Management Council project that is in the testing phase. This project comprises the development of interactive, web-based, guided interviews designed to take users through a series of questions that culminates in the generation of court documents that are ready to file.

This project reminds me of another important court access endeavor. Court access depends in large part on having enough judges to address judicial workload; to ensure the state has the appropriate number of judges, the branch must periodically update the case weights used to evaluate judicial workload. This is a formidable task on which both the Commission on DCA Performance and Accountability and the Commission on Trial Court Performance and Accountability have been focusing. These revised case weights will provide the supreme court with accurate, verifiable data that will help the court in the annual certification of need for additional judges.

This is just a small sampling of the kinds of activities our judges and court personnel are engaged in every day to ensure that there is meaningful access to the courts and that the administration of justice is as efficient and effective as possible for all Floridians.

Sincerely,
PK Jameson

Governance

The Judicial Branch Releases Its Revised Long-Range Plan

At the dawn of the new year, the judicial branch released its third long-range plan, *Justice: Fair and Accessible to All, The Long-Range Strategic Plan for the Florida Judicial Branch, 2016 – 2021*. Its antecedents are *Taking Bearings, Setting Course*, published in 1998, and *The Long-Range Strategic Plan for the Florida Judicial Branch: 2009 – 2015*, published in 2009. Chief Justice Labarga described the new plan as “a comprehensive and balanced blueprint based on more than a year of meticulous work.”

The new plan has much in common with its two predecessors. Each is the product of a comprehensive outreach effort that included hard copy and/or electronic surveys devised for a variety of court audiences (judges, quasi-judicial officers, court personnel, clerk of the court personnel, attorneys, justice partners, jurors, court users, and the general public); telephone and/or mail surveys; meetings with justice system partners; and regional public forums. Also, each of the three plans is organized around five long-range issues that frame the basic direction of the branch over the long term. In addition, each was designed to function as a roadmap that embodies where the judicial branch is and where it hopes to be; these roadmaps are simultaneously aspirational (in that they reach toward a desired end) and practical (in that they enumerate goals that must be met to achieve that end). And, finally, because branch leaders have long-recognized that an organization guided by a long-range plan is best-situated to exercise a measure of control over the shape and health of its future, the three long-range plans were all developed to support branch efforts to anticipate change (and to react quickly, dexterously, and effectively when change does occur) and to keep its ultimate objectives in sight, even in crisis situations.

But even though it shares these fundamental similarities, the newly released plan is also quite different from its forerunners. Most conspicuously, the new plan is emphatically more concise. *Taking Bearings, Setting Course* (which comprises the first long-range plan plus a host of rich introductory materials and appendices) stretches for more than 100 pages. Although considerably shorter, the second plan (with its accompanying materials) is still more than 30 pages long. In stark contrast, the new plan is a trifold—slim, elegant, and portable enough to tuck into one’s 10-inch tablet folio. According to the Judicial Management Council’s Long-Range Strategic Planning Workgroup (the entity that was responsible for re-evaluating and refreshing the long-range plan), the hope is that a pithy plan will be digestible and accessible, thus more routinely usable, useful, and, ultimately, implementable than a lengthy plan.

Less immediately evident are the differences in the long-range issues around which the three plans are structured. Three of the long-range issues in the current plan share a close kinship with issues in the prior plans (though the accents fall on slightly different notes this time), and two of the long-range issues, though implicit in the prior plans, now have a prominence they didn’t have previously. For instance, readers are likely to recognize the language of long-range issues 2, 4, and 5—“Enhance Access to Justice and Court Services,” “Modernize the Administration of Justice and Operation of Court Facilities,” and “Maintain a Professional, Ethical, and Skilled Judiciary and Workforce.” Less familiar is the language of the new long-range is-



BC Schwartz

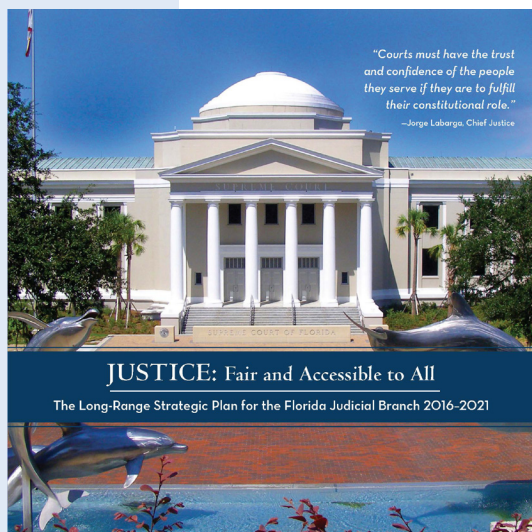
At a recent chief judges meeting, Judge Jonathan Gerber, Fourth DCA, who chairs the Judicial Management Council’s Long-Range Strategic Planning Workgroup, explains the process of developing the branch’s new long-range plan.

sues 1 and 3—“Deliver Justice Effectively, Efficiently, and Fairly” and “Improve Understanding of the Judicial Process.” The evolution of the long-range issues and their desired end states reflects the necessarily adaptive nature of a long-range plan. Over time, trends change; circumstances change; the challenges facing the courts change. Thus, in order to keep its long-range plan responsive, relevant, and useful, the judicial branch must review it periodically, modifying the long-range issues and goals in answer to the changes the courts are facing.

A highly salient and significant difference between the current plan and its ancestors is that the new plan does not suggest particular strategies for achieving its goals. The first plan enumerated 13 goals and offered 39 strategies for reaching them; the second plan articulated 16 goals, with 71 strategies for actualizing them. The current plan identifies 29 goals, but the workgroup chose not to include strategies so as to allow for flexibility in determining which goals to target and how to achieve them. The elimination of goal-related strategies is connected to another considerable difference between the current plan and its forebears. In years past, no formal procedure was in place for institutionalizing the plan or for monitoring advances toward achieving its goals. This time, however, in seeking to ensure that the plan is carried out, the supreme court approved a course of action that urges local jurisdictions and court committees to develop their own strategies for realizing the goals.

On the local level, courts are being asked to identify their own priorities and needs within the context of the plan and to devise strategies to carry out whichever of the 29 goals are most likely to help them equip themselves to address the challenges of providing justice to all.

On the local level, courts are being asked to identify their own priorities and needs within the context of the plan and to devise strategies to carry out whichever of the 29 goals are most likely to help them equip themselves to address the challenges of providing justice to all. OSCA’s Strategic Planning Unit has been directed to provide local jurisdictions with the support they need to address the aspects of the plan on which they decide to focus. And on the statewide level, the supreme court will be relying heavily on the 21 supreme court committees that are staffed by OSCA personnel for monitoring initiatives related to the plan. Committee chairs will be asked to identify activities in progress or about to be undertaken that can serve as strategies for advancing specific goals within the plan. In addition, as the chief justice develops new administrative orders for committee terms, the charges will contain references to the plan and specific goal language, as appropriate. The Judicial Management Council, charged with “developing and monitoring progress relating to long-range planning for the judicial branch,” will be responsible for evaluating advances toward goal achievement on an ongoing basis.



Cover of the branch’s new long-range plan, *Justice: Fair and Accessible to All, The Long-Range Strategic Plan for the Florida Judicial Branch, 2016 - 2021.*

The plan was released in December 2015, and the supreme court has identified it as a branch priority. To promulgate it, the Judicial Management Council’s Long-Range Strategic Planning Workgroup developed a compelling brochure (the trifold described earlier) depicting the plan’s issues and goals and has distributed it to judges and court personnel throughout the court system. The plan is also available online—along with some background information about the development of the plan, an executive summary of the workgroup’s outreach findings, and the results of an environmental scan that the Strategic Planning Unit performed in 2014 in anticipation of the revising of the long-range plan. [\(This link provides access to all these documents.\)](#) In addition, to make the framework of the plan accessible to judges, court personnel, and the public, a video is being developed and will be posted on as many court websites as possible; featuring Chief Justice Labarga, the video will emphasize the priority of the plan and explain the importance of its long-range issues and goals. Judicial Management Council members and Strategic Planning Unit staff will also

help to promote the plan, making themselves available to present informational sessions about it and to offer practical implementation strategies at court committee meetings, court conferences, and other court-related gatherings.

Heralding the publication of the plan, Chief Justice Labarga called it “faithful to the fundamental role courts play in our society and our government.” He also emphasized that the plan “serves as an essential warning of the changing circumstances that have already begun to confront courts and will become even more significant over the next several years.” But while serving as a cautionary note, the long-range plan will also act as a ballast—for, as the branch navigates these changing circumstances, the plan will be firmly in place to “assist the Supreme Court and the Chief Justice as they provide leadership and direction to the branch.”

The Judicial Branch Promulgates Its Revised Court Communication Plan

At the same time the Judicial Management Council was revising the branch’s long-range plan (see preceding article), it was considering strategies for advancing the communication-related goals that the plan was readying to announce. Crafted with input from judges, court public information officers and other court staff, and the press, the recently released branch-wide communication plan, *Delivering Our Message: Court Communication Plan for the Judicial Branch of Florida 2016*, aims to help the courts build relationships with a variety of partners, enhance public understanding of and support for the branch, speak clearly and purposefully about the branch, support open lines of communication, and communicate effectively using coordinated, strategic efforts. Implemented over four years, “The plan will serve as a guide for the entire branch statewide,” Chief Justice Labarga announced.



photo courtesy of 2nd Circuit

Judge Nina Ashenafi-Richardson, Leon County, chairs the Judicial Management Council’s Education and Outreach Workgroup, which was responsible for drafting the branch’s new communication plan, *Delivering Our Message: Court Communication Plan for the Judicial Branch of Florida 2016*.

Delivering Our Message is the court system’s second branch-wide communication plan. Its first, published in 2000, concentrated on external communication, particularly communication with the public: its priorities were to educate the public about the role and functions of the branch, provide information to help the public navigate the judicial system, and establish mechanisms to receive public input regarding court operations.

Then in 2012, after the supreme court reconstituted the Judicial Management Council, then Chief Justice Polston, who chaired the council, established an Education and Outreach Workgroup to focus on issues related to effective communication, public trust and confidence, and the use of clear, unified messages within and outside the branch. Updating the communication plan became the workgroup’s first project. Designed to be a user-friendly resource for the judges and court personnel who will be implementing it, *Delivering Our Message* identifies four high priority strategic areas that the branch must address in order to “create, strengthen, and preserve support for the Florida court system”: *Enhancing Public Trust and Confidence*; *Speaking with One Voice – Key Court Messages*; *Improving Communication Methods*; and *Strengthening Internal Communication*.

While the old and new plans intersect in many ways, *Delivering Our Message* differs from its predecessor in a number of significant areas. Most materially, although both plans highlight the need to enhance external communication, the new plan also accentuates the importance of improving internal communication efforts. Other focal points of the new plan include the need to establish meaningful relationships with key audiences and to speak with one voice. And

because communications have changed so dramatically in the 16 years separating the two plans, the new plan also urges full utilization of the latest technological tools to improve communication methods: for instance,

recognizing that “new media such as Facebook, YouTube, and Twitter are transforming the way people seek out information and understand the world,” the current plan encourages consideration of these communication tools as “opportunities for courts to promote openness and accountability,” to “encourage conversation between the courts, journalists, and citizens,” and “to listen to public concerns.”

Everyone who works in the courts will have a part in implementing the plan, not just the court public information officers. The support of all judges and court personnel will be especially helpful in reaching the goal of improving internal communications. For instance, everyone can contribute to the effort to improve information-sharing: regular staff meetings, document sharing on intranet sites or shared network drives, feedback mechanisms for judges and court personnel to express ideas or concerns, and ceremonies to recognize employee excellence and achievements are all compelling information-sharing opportunities. These kinds of opportunities can “encourage multi-directional communication, increase employee engagement and productivity, and foster a spirit of unity, commitment, and cooperation” among the people who work in a court community.

In addition, the two plans represent different kinds of roadmaps for growth. The first communication plan called itself a strategic plan:

it identified what needed to be done but did not propose specific projects and tasks for achieving those ends. *Delivering Our Message*, on the other hand, is more of an implementation plan, rich with practical tasks, projects, strategies, and “Try This” suggestions in which court-based individuals, units, groups, or committees may engage to reach the plan objectives (the plan clarifies that each court has the discretion to determine how to incorporate the plan’s goals and strategies, based on local needs and resources). As an implementation plan, *Delivering Our Message* (like the new long-range plan) also outlines procedures for institutionalizing the plan and for regularly monitoring progress toward achieving its goals. ([Take this link to read the communication plan.](#))

To bring the plan to fruition, the Florida court public information officers (PIOs) will play a major role (the supreme court has had a PIO since 1996, and since 2003, the chief judge at each trial court and DCA has designated a court staff member to perform these duties). Indeed, Chief Justice Labarga has charged the PIOs with putting the plan into effect, and, with their guidance, Mr. Craig Waters and the Supreme Court Public Information Office will manage the implementation of the plan. This past March, 43 court personnel from around the state (representing the trial and appellate courts, the supreme court, OSCA, and The Florida Bar) participated in a rigorous workshop to learn about their responsibilities in implementing the plan and to prepare themselves for this task. Conducted by the National Center for State Courts, the two-and-a-half-day Court Community Communication Workshop provided opportunities for in-depth discussion and the sharing of ideas and unique insights from around the state on a variety of topics outlined in the plan, including public and media relations, community education and outreach programs, the changing media landscape, communication planning, access to public records, website content, and social media for court communications.

According to Ms Tricia Knox, senior court operations consultant with OSCA’s Strategic Planning Unit and



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Judge Olin W. Shinholser, Tenth Circuit, member of the Judicial Management Council’s Education and Outreach Workgroup, talks with the branch’s chief judges about the four high priority strategic areas identified in *Delivering Our Message*.

lead staff to the Education and Outreach Workgroup, “workshop takeaways” include the acknowledgement that courts and court processes must be understandable; websites are the most effective communication tools; and courts must demonstrate responsiveness by listening to public concerns. Participants left the workshop saying that they are newly inspired to strengthen their commitment to outreach to the public and to develop effective public information programs, including the development of helpful publications and website content.

Ms Knox also pointed out that everyone who works in the courts will have a part in implementing the plan, not just the PIOs. The support of all judges and court personnel will be especially helpful in reaching the goal of improving internal communications. For instance, everyone can contribute to the effort to improve information-sharing: regular staff meetings, document sharing on intranet sites or shared network drives, feedback mechanisms for judges and court personnel to express ideas or concerns, and ceremonies to recognize employee excellence and achievements are all compelling information-sharing opportunities. These kinds of opportunities can “encourage multi-directional communication, increase employee engagement and productivity, and foster a spirit of unity, commitment, and cooperation” among the people who work in a court community. In addition, these simple-to-implement strategies “can boost morale, decrease turnover, and increase employee performance and customer satisfaction,” she added. But she emphasized that the plan offers suggestions, not prescriptions, for strengthening internal and external communication: local courts are “encouraged to develop new and creative solutions that work best for them.”

Calling the implementation of the plan “one of the major legacies of my administration,” Chief Justice Labarga welcomed the release of *Delivering Our Message*, heralding it as “another chapter in our rich history of access and transparency.”

Court Initiatives

Fifteenth Circuit Receives SJI Grant to Work on Improving Its Magistrate Processes



photo courtesy of 15th Circuit

The support and input of Chief Judge Jeffrey Colbath, Fifteenth Circuit, have been crucial to the process of making improvements to the magistrates’ operations.

Florida’s judicial branch is often referred to as a trailblazer. In 1988, for instance, it established what has become the most comprehensive court-connected mediation program in the country; in 1989, the circuit court in Miami-Dade conceptualized and implemented the world’s first drug court; the emergency preparedness measures the branch developed post-9/11 have been nationally recognized as a model of teamwork and intergovernmental collaboration; its commitment to building a total, top-to-bottom e-filing system is regarded as remarkable; and it has received national acclaim for its innovative judicial education and civics education programs and for its initiatives to help people with mental illnesses who are in the criminal justice system or at risk of incarceration.

But judicial branch ingenuity and proactivity are also evident at the local level: indeed, one can find examples of visionary practices in circuits and DCAs all across the state. Some compelling illustrations can be found at the Fifteenth Circuit, which has a history of implementing innovative programs and processes to ensure that cases are decided fairly and move through the system without unnecessary delay. The Fifteenth operates four drug courts (family, juvenile, civil, and adult), instituted a specialty mental health division to process

competency cases effectively, and was one of the first circuits in Florida to launch a veterans court, for example. The circuit also makes every effort to maximize the use of technology to improve efficiency: it is one of six circuits that participated in a "regional model" pilot that involved the sharing of remote interpreting resources; it developed an automated system to identify cases with no record of activity for 10 months or more, scheduling those cases for lack of prosecution hearings (the Motion, Notice, and Dismissal Report); it generates a monthly report showing judges the filings and dispositions in their own divisions, thereby promoting active judicial case management (the In/Out Report); it developed preliminary systems to identify cases with self-represented litigants for efficient case management and timely disposition of those cases; and with technical support from the Eighth Circuit, it built the Fifteenth Circuit Judicial Viewer, which, among other features, enables judges to view pending caseload reports and to electronically file orders to the electronic portal, and allows attorneys and self-represented litigants to schedule hearings online.

Recently, in keeping with the Fifteenth Circuit's ongoing commitment to improving the processes it uses to accomplish its constitutional mission, Chief Judge Jeffrey Colbath and Trial Court Administrator Barbara Dawicke turned their attention to the magistrates' operations at their circuit. Members of The Florida Bar, magistrates are quasi-judicial officers who are appointed by the chief judge to perform certain judicial or ministerial acts. The nine magistrates

in Palm Beach County are a vital resource for assisting the judiciary with its family and juvenile caseloads, Ms Dawicke emphasized. They conduct formal court hearings on post-judgment family law matters (including child support and mental health cases), take testimony, and evaluate evidence in cases referred by a judge with the parties' consent; at the end of the hearing, they prepare a written report that contains recommendations for consideration by the judge in the case. And the magistrates assigned to the juvenile divisions

The nine magistrates in Palm Beach County are a vital resource for assisting the judiciary with its family and juvenile caseloads, Trial Court Administrator Barbara Dawicke emphasized. They conduct formal court hearings on post-judgment family law matters (including child support and mental health cases), take testimony, and evaluate evidence in cases referred by a judge with the parties' consent; at the end of the hearing, they prepare a written report that contains recommendations for consideration by the judge in the case.

conduct judicial review hearings in dependency proceedings to review progress on the provision of services for the children and families and recommend needed services to expedite the reunification process, if appropriate. Because judges rely so heavily on magistrates, it behooves the court to ensure that magistrate processes are efficient, follow best practice standards, and maximize the use of technology.

However, due in part to the rise of cases involving self-represented litigants and to the complexity of the family law issues that magistrates handle, the magistrates' workload has been increasing. Without the introduction of new efficiencies into the magistrate system, Ms Dawicke explained, magistrates will likely begin to experience increases in the amount of time it takes to resolve their cases. Thus Chief Judge Colbath and Ms Dawicke decided that the time was right for conducting an in-depth study of the magistrate operations.

Last spring, they met with the magistrates to discuss the possibility of bringing in experts to assess the magistrate system. With the support of the magistrates, the court then applied for a State Justice Institute Technical Assistance grant that would enable the circuit to contract with the National Center for State Courts (NCSC) to review the magistrates' case management practices, recommend improvements to speed the resolution of their cases in an efficient and effective manner, and work with the magistrates to implement the changes. In July, the circuit received word that it had been awarded the grant, and the project is now well underway.

Working with Ms Dawicke, the chief deputy court administrator, and the family court manager, the NCSC consultants began by developing an online survey to solicit the thoughts of the nine magistrates on issues like magistrate caseload, performance, operations, the utility of technology, and training (responses were anonymous). The survey responses were used to supplement the information that the consultants later

gathered, last November, during a five-day site visit. While in Palm Beach County, the NCSC consultants observed the magistrates handling cases in their courtrooms, met with Chief Judge Colbath and Ms Dawicke, and interviewed all nine magistrates, as well as court administration staff and many of the family court judges. Based on all the information they gathered, in January of this year, the consultants submitted an issue paper for consideration by the parties involved in this study. *Assessment of the Magistrate System in the 15th Judicial Circuit Court of Florida* offers findings and recommendations on workflow, caseflow management, scheduling and calendaring, magistrate assignment, technology, leadership and governance, performance measurement, training, cases involving self-represented litigants, and several other matters.

The following month, the NCSC consultants returned to Palm Beach County to conduct a full-day workshop for the magistrates designed around the assessment findings and recommendations. Together, the group spent much of the morning thoughtfully piecing through the report, talking about which suggestions would work, which suggestions would not work, what steps could lead to more effective workflow management, and what kinds of forms the magistrates would need to expedite various processes. After this conversation, the consultants facilitated a review of the key principles and practices of caseflow management, offering concrete examples of how to incorporate these practices into day-to-day magistrate workflow. Then, the workshop attendees were joined by the magistrate assistants and family case managers for a group discussion on their roles in the operations, areas of improvement, and training needs. The workshop concluded with a discussion about how to implement the recommended solutions.

Armed with this wealth of information, ideas, and suggestions, the consultants devised an implementation plan for introducing efficiencies and improvements, which the circuit is currently examining. After receiving feedback, the consultants will revise the draft and craft a final plan; then, six months later, the consultants will return to Palm Beach to meet with the family court judges, magistrates, and court staff to discuss the revised procedures, observe the magistrates' processes, examine the caseflow management data, and suggest further adjustments to the case management system as necessary.

Ms Dawicke described this study—and the workshop in particular—as a highly collaborative process that owes its success to the avid support of Chief Judge Colbath and to the skill of the consultants—and to the openness and hard work of the magistrates, who are committed to creating a system that works better for them-

selves, the judges who refer cases to them, and the litigants who come before them. Indeed, thanks to this collaboration, the Fifteenth has already begun to make some important changes, she noted. For example, the circuit has had difficulty getting data on magistrates' workload: since their cases are often referred by judges, their work has been rolled into circuit-wide data, making it hard to separate out the magistrate's workload from the court's total filings and dispositions. The circuit's In/Out Report is a good illustration of this issue; these reports show judges the filings and dispositions in their own divisions and enable them to measure their workload, but the reports do not currently provide this kind of



photo courtesy of 15th Circuit

Participants at the Fifteenth Circuit's Caseflow Management Workshop take a moment for a photo. Pictured in the front row (l – r) are Magistrate Jean Adel Williams, Magistrate Peter Bassaline, Magistrate Thomas Baker, and Magistrate Linda Goodman. Pictured in the back row (l – r) are Magistrate Sara Alijewicz, Magistrate Maxine Williams, Magistrate Judette Fanelli, and Trial Court Administrator Barbara Dawicke. (Absent from photo are Magistrate Diane Kirigin, Magistrate Sara Willis, Chief Deputy Court Administrator Mary Quinlan, Director of Case Management Michelle Spangenberg, and Family Court Manager Tara Kranz.)

data to magistrates. As a result of this study, however, the chief judge has authorized the development of In/Out Reports that isolate the magistrates' work from the work of the judges, thereby enabling the magistrates to access and evaluate data about their own workload.

Below are some of the other suggestions the Fifteenth Circuit is planning to implement as a result of the robust give-and-take at the workshop:

- The establishment of a workload report for the magistrates by implementing unique case assignment codes and case disposition codes. Unique forms were created to capture the magistrates' workload. These forms will be electronically collected and pulled into reports that are accessible from the Judicial Viewer.
- Increased communication between the chief judge, family court judges, and the court administrator with the magistrates. The implementation plan proposes quarterly meetings to facilitate communication.
- The introduction of formal case flow management concepts leading to the development of a plan by the magistrates and the support staff for effective and efficient case management of reopened cases in family divisions as a way to enhance access and the quality of services for the litigants both represented and self-represented.
- The creation of uniform forms and orders for the magistrates and support staff accessible via the Judicial Viewer to increase efficiencies and expedite the delivery of justice for all litigants regardless of divisional assignments.
- The implementation of online scheduling of magistrate events by attorneys and pro se litigants.
- The utilization of e-filing and e-service for magistrate reports and proposed orders.
- The development of plans aimed at increasing self-represented litigants' access to e-filing and e-service.
- The planning of trainings for the support staff as a means to enhance case management skills and increase their ability to work with the growing number of self-represented litigants.

Chief Judge Colbath thanked the magistrates for their contributions to the court's continued efforts to provide effective and efficient services to the public. He also noted the benefits of conducting a self-reflective assessment of internal practices as a vehicle for ensuring that the operations of the court meet the standards expected by the citizens of Palm Beach County. He is hopeful that the study's findings will not only help the members of the public but will also improve the working environment of the magistrates.

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Education and Outreach

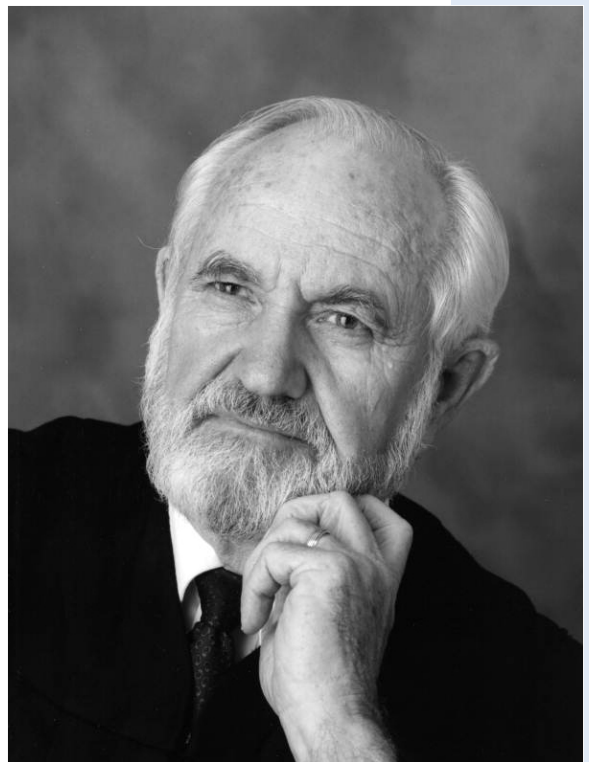
Celebrating Judiciary Education in Florida

Florida is among the nation's judiciary education pioneers. Indeed, for more than four decades, branch education leaders in this state have been working studiously to ensure that judges have varied opportunities to enhance their knowledge, skills, and abilities, thereby equipping themselves to administer the justice system fairly, effectively, and in ways that promote the people's trust and confidence.

Continuing judicial education efforts began as early as 1972, when the supreme court established the Florida Institute for the Judiciary, a temporary education program designed to help new circuit and county judges carry out their judicial responsibilities. Realizing that a more enduring program was necessary, in 1976, the court created the College for New Florida Judges (circuit and county)—an incipient version of what has become the Florida Judicial College, Phase II. In 1978, anticipating the burgeoning of judiciary education for Florida's judges and some court personnel groups, then Chief Justice Ben F. Overton established the Florida Court Education Council (FCEC), which was charged with coordinating and overseeing the creation and maintenance of a comprehensive education program and with making budgetary, programmatic, and policy recommendations to the court regarding continuing education; punctuating his commitment to this council and its important work, Chief Justice Overton—fondly called the "Father of Court Education"—became its first chair, serving in that capacity until 1995. Currently, the FCEC is chaired by Chief Justice Jorge Labarga.

In 1982, judiciary education truly began to blossom in Florida. That year, the FCEC released a comprehensive plan that included goals, standards, and a long-range curriculum plan as well as standard operating procedures for administering education travel funds. By 1983, most of the programs now regularly offered had been introduced: the annual education programs of the county judges, circuit judges, and appellate judges; the Florida Judicial College (the pre-bench program was not yet a part of this program); the traffic adjudication seminar; the chief judges education program; and the appellate law clerks education program (offered every other year); the following year, the first Florida Judicial College Faculty Training was offered.

At this point, judges had a great range of educational programming available to them—but judiciary education was not mandatory. That changed in 1988, with the implementation of an opinion authored by Justice Overton requiring Florida's judges to take 30 hours of continuing judicial education every three years (with new judges also having to fulfill some additional education requirements). Meanwhile, judiciary education continued to expand: in 1991, for instance, the FCEC offered the first pre-bench program for new judges as well as the College of Advanced Judicial Studies (previously, "specialty courses" were tacked onto the beginnings and/or ends of other programs; later, the FCEC offered some stand-alone programs with several specialty courses together). And 1991 also saw the establishment of the New Appellate Judges Program (originally, as part of the College of Advanced Judicial Studies), which became mandatory for all judges new to the appellate bench in 1996.



Justice Ben F. Overton is fondly regarded as the "Father of Court Education" in Florida.

photo courtesy of the State Archives of Florida

Before long, the FCEC realized that the time was ripe for performing a full-spectrum self-assessment, and in 1998, it appointed a committee to conduct a comprehensive evaluation of all of Florida's judicial education programs to determine whether the overall delivery system was adequate, comprehensive, and effective. In its report to the supreme court, the committee made numerous recommendations about standardizing various education policies and procedures that are still in practice today.

Among its recommendations, the committee also offered numerous propositions regarding the recruitment, selection, and evaluation of the deans and associate deans of the two colleges: the Florida Judicial College and the College of Advanced Judicial Studies. The deans and associate deans, who are appointed by the FCEC and can serve a maximum of two consecutive three-year terms, surely deserve special praise and appreciation, for they dedicate countless hours to ensuring that the colleges fulfill their missions and operate smoothly and effectively, and they take very seriously their manifold responsibilities, which include making decisions about issues ranging from the most minor (e.g., what color to select for the notebooks) to the most consequential (e.g., what sessions to offer each year; whether to cancel the college, or press on, when the 9/11 attacks occurred on day two of the program).

And, still, the judiciary education program is thriving. More recently, for instance, efforts to build a flourishing education program for court personnel took root: following a needs assessment performed in 2006, the FCEC established the Florida Court Personnel Committee and began to allot funding for programs for certain groups of court professionals. Since then, court personnel have been able to take advantage of more than 100 education initiatives, most of which have been developed and offered on the local level.

Clearly, judiciary education in Florida has evolved appreciably over the years. And it has had to evolve: for Florida currently has 992 judges—plus senior judges, general magistrates, and child support enforcement hearing officers—who seek to satisfy their continuing education requirements and to have access to trainings that furnish them with the knowledge, skills, and abilities they need to serve and perform at the highest professional levels. To make this a reality, the FCEC must offer hundreds of hours of continuing judiciary education each year.

This would undoubtedly be a formidable (and highly costly) challenge for the FCEC—if not for the dedication and generosity of a league of Florida judges who volunteer to serve as faculty for judiciary education courses. And these judicial educators are of the highest caliber, for before they even set foot in front of a classroom at the Florida Judicial College or the College of Advanced Judicial Studies, the FCEC requires them to participate in a two-day faculty training course. (Typically, the county judges' and circuit judges' conferences also utilize faculty who have taken an approved faculty training seminar. And although judges who teach in other Florida judicial education activities are not required to take a faculty training course, they are strongly encouraged to.)

First offered in 1984, these faculty trainings teach prospective judicial educators about planning a successful course founded on adult education principles: they learn how to

do a needs assessment, develop learning objectives, team teach, reach different kinds of learners, make effective use of audio and visual support, and create useful learning activities. Another enticing benefit of the training is that participants get to learn from some of the branch's most experienced and accomplished judicial faculty, who unreservedly share practical and anecdotal tips about what works in the classroom (and what is likely to miss the mark). Generally offered at least twice a year, the faculty trainings ensure that the FCEC's education initiatives re-

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main needs-based, learner-driven, and relevant and that its judicial educators are skilled at responding meaningfully to the needs of their students. According to records kept by OSCA's Court Education Sec-



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Since the mid-1990s, Judge Scott Brownell, Twelfth Circuit, and Judge Kathleen Kroll, Fifteenth Circuit, have been teaching prospective judicial educators about how to plan a successful course founded on adult education principles.

atives across the state for many years now. Faculty trained judges frequently teach at local programs—for instance, they offer trainings on fairness and diversity and on topics related to dependency and domestic violence, and they teach at circuit-based continuing education programs for court interpreters and for mediators. And they are ubiquitous at statewide judicial education programs: they teach at the county court and the circuit judges’ annual education programs, the Florida Judicial College, the New Appellate Judges Program, the Florida College of Advanced Judicial Studies, the DUI Adjudication Lab, and the Faculty Trainings and Faculty Enrichment Courses (and they often teach at the Florida Court Personnel Institute as well).

Even on the national level, Florida’s judicial faculty are in demand. For decades, they have taught for the National Judicial College (founded in 1963, the NJC was the first college to offer programs to judges nationwide). In the five-year period between 2010 and 2015, for example, 16 different Florida judges and former judges served as faculty for the NJC, with some having taught for the college for more than 30 years!

And on the international level as well, Florida’s judicial faculty are highly regarded. As an illustration, for several years, small groups of German judges, eager for an opportunity to learn from Florida’s judicial educators, attended the Florida College of Advanced Judicial Studies at their own expense. And in some cases, an entire Florida courthouse has served as a kind of “learning lab” for judges from afar: a delegation of South Korean judges and clerks visited the Second Circuit to learn about Florida’s jury system and witness the jury process at work, and several delegations of judges from Mongolia have

tion, more than 670 of Florida’s judges have undergone faculty training—and have taught thousands of courses for judges and court personnel—over the years.

During the early years in which faculty trainings were offered in Florida, the FCEC brought in Dr. Gordon Zimmerman, Professor Emeritus in Communication (University of Nevada, Reno), whose faculty development programs have introduced more than 2,000 judges, lawyers, and managers across the nation to adult learning methods for teaching their colleagues. Starting in the mid-1990s, however, Judge Scott Brownell, Twelfth Circuit, and Judge Kathleen Kroll, Fifteenth Circuit, enthusiastically welcomed that responsibility—and to this day, they are still committed to teaching judges how to be effective and compelling educators. Indeed, a judge who participated in their November 2015 faculty training called it “one of the best classes I have ever taken,” and another declared it “a high level learning experience to watch master teachers and communicators like Judge Kathleen Kroll and Judge Scott Brownell demonstrate their craft. They teach using the techniques they passionately advocate.”

Thanks to the efforts of Dr. Zimmerman and Judges Brownell and Kroll, faculty-trained judges and former judges have been teaching with poise and assurance at judiciary education initia-



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At the faculty trainings they conduct, Judge Kathleen Kroll, Fifteenth Circuit, and Judge Scott Brownell, Twelfth Circuit, have been teaching strategies for becoming a strong and effective judicial educator.

visited the Seventeenth Circuit over the years to learn about Florida's justice system and the practices of its judges.

Generally offered at least twice a year, the faculty trainings ensure that the Florida Court Education Council's education initiatives remain needs-based, learner-driven, and relevant and that its judicial educators are skilled at responding meaningfully to the needs of their students. According to records kept by OSCA's Court Education Section, more than 670 of Florida's judges have undergone faculty training—and have taught thousands of courses for judges and court personnel—over the years.

Thanks to the availability of increasingly sophisticated technological tools, the FCEC is also taking advantage of an expanding repertoire of methods with which to supplement its in-person trainings and education offerings. In particular, it has been encouraging the development of online publications and other web-based self-learning resources. This drive began in 1999, when the FCEC conducted a publications feasibility study, which resulted in a recommendation to create a judicial publications department in OSCA. Working under the direction of the council's Publications Committee, the OSCA Publications Unit, established in 2004, has developed and produced an abundance of benchguides, benchbooks, and manuals for judges and court personnel (initially available in hard copy, these publications are available exclusively online now). The Publications Unit also built and continues to expand the online Court Education Resource Library, which is stocked with educational materials: links to publications and other texts prepared by the Publications Committee and various OSCA units; materials from live court education programs and other educational events; and useful articles, curricula, handbooks, and reports from other state and national organizations. In addition, for court personnel, the FCEC has supported the development of distance learning courses related to publications in the resource library. With the addition of web-based self-learning tools to its menu of education offerings, the FCEC continues to embrace new and innovative strategies for engaging and educating all kinds of adult learners in the judicial branch.

As he was reviewing the articles for this edition of the *Full Court Press*, OSCA Deputy State Courts Administrator Blan Teagle noted "the interesting 'coincidence' of the close proximity of two featured stories, one on the long-range strategic plan and the other on the history of judicial branch education." However, "this close association and interdependence is no coincidence," emphasized Mr. Teagle, a former chief of Court Education with OSCA and a former president of the National Association of State Judicial Educators. "In fact, these two concepts, planning and education, are inextricably linked," he explained, for "a commitment to ongoing lifelong learning within an organization is instrumental to achieving the goals of a long-range strategic plan."

Another connection between planning and education, he remarked, is that both can promote the development of a shared vision, thereby fostering a sense of commonality of purpose and community. For more than 40 years, judicial branch education in Florida has endeavored to help build a strong sense of community. Indeed, "The very best education for all professionals challenges and supports the learner and builds a healthy community of practice," Mr. Teagle added.

2016 Justice Teaching Institute

By Michelle Marchand, intern with the Florida Supreme Court's Public Information Office

The Justice Teaching Institute (JTI) is an annual, law-related education program that welcomes 25 middle and high school teachers from across Florida to Tallahassee for five days of seminars and learning opportunities about Florida's judicial branch. The program is sponsored by and hosted at the Florida Supreme Court, coordinated by Ms Annette Boyd Pitts, executive director of the Florida Law Related Education Association, and funded by the Florida Bar Foundation. Introduced by former Chief Justice Gerald Kogan as part of the Florida Supreme Court's Sesquicentennial Celebration in 1997, this program is now under the leadership of Justice R. Fred Lewis, who brings his knowledge of and insights into the law from the courtroom into the classroom. Using a case study approach, JTI teaches the teachers about the justice system, principles of law, procedures for oral argument, and many other law-related lessons that they can bring back to their schools and share with their students.



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Justice R. Fred Lewis talks to Justice Teaching Institute Fellows about the Structure, Function, and Funding of the State Courts System.

This year's JTI took place from February 7 – 11. To begin their education at the Supreme Court, the teachers were taken on a tour of the Supreme Court Building, including the library and Lawyers Lounge, by Supreme Court Clerk John A. Tomasino. Then, for the next three days, the teachers had chances to interact with and learn directly from the justices themselves. Justice Lewis taught the teachers about the Structure, Function and Funding of the State Court System. Justice Ricky Polston provided the teachers with an Overview of the State and Federal Court Systems and discussed the differences between Florida's courts and federal courts. Chief Justice Jorge Labarga offered them insight into Judicial Independence and Judicial Selection. Justice Barbara J. Pariente reviewed the Role of a Fair and Impartial Judiciary. Justice James E.C. Perry guided the teachers through a Florida Constitution Scavenger Hunt. And the Supreme Court Law Library staff presented a lesson on accessing legal research materials.



BC Schwartz

Justice Barbara J. Pariente discusses the Role of a Fair and Impartial Judiciary in American Democracy with Justice Teaching Institute Fellows.

The highlight of the program was a mock oral argument, in which the teachers played the parts of the justices and attorneys, and Justice Peggy A. Quince helped them prepare for this challenge. She explained what an oral argument contains and what its purpose is and gave the teachers helpful tips about courtroom decorum and strengthening their presentation skills. An oral argument isn't really an argument, she explained; for attorneys, "It's more of a conversation, but you don't get to ask the questions!"

The teachers also had the benefits of being mentored by two Florida judges. Judge Kelly J. McKibben, Eighteenth Judicial Circuit, and Judge John L. Phillips, Fifteenth Judicial Circuit, both assisted the teachers with preparing for their mock oral argument and also, throughout the five days, provided general instruction about the court system. When the teachers were beginning to strategize, the judges taught the "mock attorneys" how to

effectively argue the case; Judge Phillips advised them that “The best thing to do is review what you have and pick your three strongest arguments.” Judges McKibben and Phillips also gave the “mock justices” suggestions about how to frame pertinent questions.

The teachers all agreed that the pinnacle of their time at the Supreme Court was their mock oral argument, which was the culmination of three days of intense preparation. After a quick debriefing following their mock oral argument, the teachers returned to the courtroom to witness the actual oral argument on the case they had just argued themselves. Ms Viviane Maura, a teacher at South Sumter High School in Bushnell who had served as one of the justices for the mock oral argument, found it gratifying to “hear justices ask the same questions I had asked during mock.”

The week wrapped up with Justice Pariente visiting with the teachers again before they departed for their home towns. As this intensive program came to an end, Mr. Chad Tvenstrup, a teacher at Booker High School in Sarasota, remarked, “The most important thing I learned was that judges and the judicial branch are the primary guardians of the Rule of Law.” And Ms Judy Lindquist, a teacher at Andover Elementary School in Orlando, added, “I now have a deeper understanding of the courts and recognize the trust and reverence we should hold for this branch.”

The teachers plan to use their new knowledge to educate their students about Florida’s judicial branch and justice system. Their first steps will be to introduce their students and fellow teachers to what they learned in Tallahassee and to incorporate more law-related activities into their own curriculums. Ms Carol LaVallee, a teacher at Pine View School in Osprey, said, “I plan to do a teacher training, sharing the materials I got and what I learned, encouraging my colleagues to participate in opportunities like Moot Court.” A number of other teachers expressed their intention to do the same and to encourage their students to get involved in other law-related programs at their school. The teachers left Tallahassee deeply committed to sharing what they learned, ensuring that the benefits of JTI will continue to bear fruit. ([For more information about JTI, follow this link.](#))



Erik Robinson, Supreme Court

After their mock oral argument, and after watching the justices conduct an oral argument on the very same case, the 2016 Justice Teaching Institute Fellows relish the opportunity to pose for a photo with the jurists.

Magna Carta Exhibit at the Supreme Court

Dignified and light-filled, the rotunda in the Florida Supreme Court is an ideal space for exhibits, and Mr. Erik Robinson, archivist at the Supreme Court Library, regularly prepares displays for this venue. Chiefly, the rotunda stages rotating exhibits of the court's Evolution of Justice project: conceived by then Chief Justice Harry Lee Anstead in 2002 and since then sustained by Justice Barbara J. Pariente, this project comprises 40 display panels offering insight into the history of the Florida Supreme Court and the development of Florida's justice system (with focuses on the law, cases, the court system, juries, and justices).

Recently, however, the rotunda was enlivened by a rare and special treat for those who work in the supreme court and for its visitors: from February 15 – 26, Chief Justice Labarga arranged for the court to house a traveling exhibit honoring the 800th anniversary of the signing of the Magna Carta by King John of England at Runnymede in 1215. "Magna Carta: Enduring Legacy 1215 – 2015," which consists of images of objects from the Library of Congress collection, illustrates the importance of this "Great Charter," considered one of the most important legal documents in the history of democracy—and one of the most enduring symbols of liberty under the rule of law.

Indeed, Magna Carta is regarded as the source of a host of constitutional principles, among them, the right to a jury trial, the right to a speedy trial, freedom from unlawful imprisonment, protection from the unlawful seizure of property, the concept of no taxation without representation, and the fundamental belief that no one, not even a sovereign, is above the law. Not surprisingly, Magna Carta had a deep influence on American colonists: for the founders of this nation, it played a major role in the creation of the Declaration of Independence, the US Constitution, and the Bill of Rights.



Erik Robinson, Supreme Court

Visitors flocked to the supreme court for the chance to learn about the Magna Carta and to see images from the Library of Congress' collection of medieval manuscripts, books, and other artifacts that tell the story of the Great Charter and explain its role in catalyzing the rule of law.



Erik Robinson, Supreme Court

Standing beside one of the banners of the traveling exhibit that marks the 800th anniversary of the signing of the Magna Carta, Chief Justice Jorge Labarga said he was "thrilled at the opportunity to host this wonderful exhibit" at the Florida Supreme Court.

On 16 freestanding banners depicting images from medieval manuscripts, books, and other artifacts from the Library of Congress collection, the traveling exhibit captures Magna Carta's influence throughout the centuries and explains the document's long history. Together, these banners tell the story of the Great Charter and its role in catalyzing the rule of law. The exhibit also includes a companion video of the Library of Congress law librarian and the exhibit curator handling selected books and documents from the exhibit while offering detailed information about them.

"We were thrilled at the opportunity to host this wonderful exhibit," said Chief Justice Labarga as the exhibit was being erected. He expressed his hope that many people would be "able to visit the court

and reflect on the relevance of the Great Charter to the rights and liberties we cherish as Americans and are determined to pass on to future generations.” And it would be fair to say that this hope was realized. For throngs of people visited the supreme court rotunda for this unusual opportunity. “Magna Carta: Enduring Legacy 1215 – 2015” proved to be a beautiful and compelling tool for learning about the long history behind the liberties that Americans enjoy under the US Constitution.

The traveling exhibit began its journey in August 2014 and has been on display at courthouses, law schools, universities, and public libraries around the nation (23 sites altogether, so far). Developed by the American Bar Association in collaboration with the Law Library of Congress, the exhibit is one of a variety of American Bar Association activities marking the 800th anniversary. Designed to foster awareness about this critical document and to celebrate its abiding significance, the traveling exhibit is an elemental part of the worldwide commemorations of the 1215 sealing of Magna Carta. ([This link goes to more information about the traveling exhibit.](#))

Florida Court History

Remembering Retired Justice Leander J. Shaw, Jr., 1930 – 2015

On Wednesday, March 2, 2016, family, friends, colleagues, and admirers gathered at the supreme court for a Program of Remembrance honoring retired Justice Leander J. Shaw, Jr., who passed away on December 14, 2016. The program included Chief Justice Labarga, who described some of the challenges Justice Shaw faced as a young lawyer; former Florida Bar President Terrence J. Russell, who worked closely with Justice Shaw on several merit retention campaigns; Ms Jean Hendry Couver, Justice Shaw’s judicial assistant for 21 years; former Justice Major B. Harding, who was sworn into The Florida Bar on the same day as Justice Shaw and, years later, sat on the supreme court bench him; former federal judge and former Florida Supreme Court Justice Joseph W. Hatchett, whose relationship with Justice Shaw dates back to their having taken the bar exam together in 1960 in a segregated hotel; and Justice Barbara J. Pariente, whose first five years on the supreme court intersected with Justice Shaw’s last five years. At this moving tribute, Justice Shaw was fondly remembered for his collegiality, sense of humor, wisdom, humility, integrity, courage—and for his trailblazing.

Justice Shaw served on the First DCA from 1979 until his appointment to the supreme court in 1983, where he remained until he retired in 2003. He was the second African-American appointed to the Florida Supreme Court (the first was Justice Hatchett)—and, as Chief Justice Labarga reminded program attendees, the court’s first African-American chief justice. But the journey that Justice Shaw took to becoming the administrative officer of the state’s judicial branch was not without its hurdles, and, after welcoming the crowd to the supreme court courtroom, Chief Justice Labarga illustrated some of the trials the newly-minted attorney encountered when he endeavored to take the bar exam. It was 1960—and Florida was a quite different place from what it has become today: indeed, South Florida was “a



photo courtesy of the State Archives of Florida

Justice Leander J. Shaw, Jr., 1930 – 2015.

state of apartheid," the chief justice opined, noting that "The desegregation of public schools in Florida was still a few years away, and black lawyers were a rarity." Not surprisingly, bar exam proctors were flummoxed when the fledgling African-American lawyer arrived. As the chief justice recounted, "The bar examination was administered at the Old Dupont Plaza Hotel on the riverfront in downtown Miami. The problem was that in 1960, Dupont Plaza was put aside for whites only....When Justice Shaw arrived, his presence caused a commotion; people stared. The examination proctors talked to hotel management, and their ultimate solution was that Justice Shaw could not take the bar examination with white bar applicants, so they moved him to a separate room. To add insult to injury, Justice Shaw was not permitted to eat at the hotel's restaurant, nor could he stay in the hotel's rooms overnight; he had to sleep elsewhere." But this story ends on a triumphant note, with what the chief justice called a "great irony," for "Only 30 years later, Leander J. Shaw would stand as chief justice ahead of the entire state judicial branch and also the agency that administers the bar examination."



BC Schwartz

Former Justice Major B. Harding, who sat on the supreme court bench from 1991 – 2002, said of Justice Shaw, "We remember his constant and consistent collegiality.... His demeanor, his sense of humor, and his wonderful personality were always effective in relieving any tension and would always bring a smile."

This "humble man" was "a personification of hope," Mr. Russell declared.

Having been Justice Shaw's judicial assistant, Ms Couver presented a more private portrait of the everyday man she came to know over the 21 years they worked together. He had a "great sense of humor"—but he also had demanding expectations of himself and others: he "led by example," setting "very high standards for himself, and he expected us to follow his lead." She ended by reading a poem that Justice Shaw's mother, Mrs. Margaret Shaw, wrote—which he personally selected for the ceremonial session honoring his 2003 retirement; the poem ends with the words,

"Your worth will be revealed to men in acts that you regard as small."

—"And that, friends, was our Judge Shaw," she concluded.

Former Justice Harding served on the supreme court for 11 years with Justice Shaw, but their friendship began to take root far earlier. Indeed, they were sworn into the bar together on the same June day in 1960. And when Justice Harding was a Duval County and then a Fourth Circuit judge, Justice Shaw,

Ten years ago, the chief justice recounted, the Dupont Plaza Hotel was demolished: an act he sees as an emblem of the progress Florida has made "in tearing down the old symbols of oppression"—progress that can be attributed, in part, to the vision and efforts of this "great jurist" and "true legal pioneer," Justice Shaw.

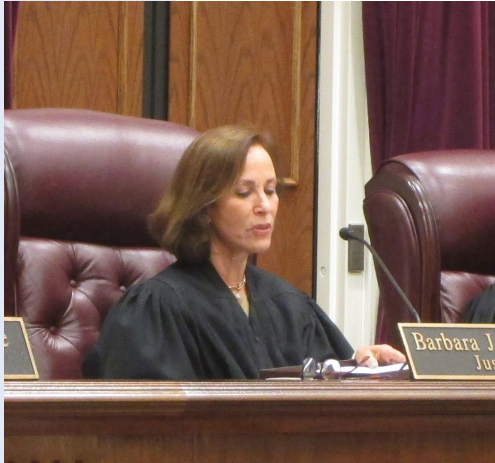
Mr. Terrence Russell also called attention to the ways in which the justice was a "pioneer." Reflecting on their work together on Justice Shaw's merit retention campaigns, he evoked the justice's "amazing rapport with the people he met, especially among African-Americans. They surrounded him with love, admiration, and respect."



BC Schwartz

Former Judge Joseph W. Hatchett, who sat on the supreme court bench from 1975 - 1979, called Justice Shaw "a pioneer, a pioneer in the law, a pioneer in civil rights, a dedicated public servant, a friend, and a buddy."

who was practicing law in Jacksonville at the time, appeared before him several times. Justice Harding shared an amusing anecdote about one such time: he had just announced his decision in a custody case in favor of Mr. Shaw's client and had returned to his office and was taking off his robe when he was notified that the litigant against whom he had ruled drew a gun—prompting Justice Harding to discover “not only what an amazing lawyer Lee was, but also how fast he could run! It was reported that he [and the other counsel]...



Erik Robinson, Supreme Court

ran out of the courtroom, across the lobby, out the front door, jumped over flower pots—concrete flower pots—and did not stop running until they were in front of the shipyard next door!” On a more serious note, Justice Harding called to mind the “joy of working with such an exceptional colleague. We remember his constant and consistent collegiality...His demeanor, his sense of humor, and his wonderful personality were always effective in relieving any tension and would always bring a smile,” he shared.

To former Judge Hatchett, Justice Shaw was “a pioneer, a pioneer in the law, a pioneer in civil rights, a dedicated public servant, a friend, and a buddy.” He recalled when Justice Shaw, still an attorney, “practiced law in segregated courtrooms where he was seeking equal justice under the law—but for the very people that the law declared to be unequal.” And he emphasized that, “Before he became chief justice of the supreme court, before passage of the Civil Rights Act, before passage of the Voting Rights Act, before Dr. Martin Luther King came to St. Augustine, Chief Justice Shaw was a leader in the Civil Rights Movement in Jacksonville and throughout Florida.” Judge Hatchett also spoke poignantly about Justice Shaw as a jurist. As a justice, “He listened well; he was deliberate, did not rush to judgment, and wrote opinions that the lawyers and the litigants could understand.” Indeed, he “had all the qualities of a great justice. He had temperament; the ability to deal calmly and cautiously; to listen and consider what was argued on all sides. He had intelligence, the ability to quickly perceive, comprehend, analyze, and understand complex fact situations and circumstances. He had courage, the willingness to

do what the law required, even when it was not the popular course. And he had integrity, not being influenced by the identity, the race, the gender, the political status, the wealth, or the relations of the lawyer or the party before the court.” When Justice Shaw was asked about his commitment to “the downtrodden, the wretched, the powerless, and those who didn’t have the power to stand up for themselves,” he answered, “When you are privileged or blessed, there is a debt that goes along with it because life is short and many things you think are important are not so important at all,” Judge Hatchett recalled, concluding, “We must take those lessons with us today.”

The final speaker was Justice Pariente, who began by saying, “With all of Justice Shaw’s extraordinarily well-written opinions, one of my favorite sayings of his was this homespun one, ‘When you see a turtle on a fence post, you know he didn’t get there by himself.’” That saying, she emphasized, is “a testament to Justice Shaw’s humility, sense of humor, and the recognition that we do not achieve success by ourselves but must rely on the help of others.” It also explains his sense of “obligation to help others achieve success,” she added. She will always remember him as “a wise man, a humble man with a wonderful sense of humor, someone who could not only tell jokes but laugh at himself, and a passionate, passionate defender of constitutional rights and liberties.” Both as a lawyer and a judge, she continued, “He never lost sight of how the application of the law affects ordinary people. He sought simple justice for the common man....simple justice for everyone.” And she concluded, “Through his work and his writings, Leander J. Shaw lived his life by striving toward a world that was not like the one he grew up in as he helped bring us closer to a world where the principle of equal justice under the law becomes available to all.” She ended with the hope that “his words will continue to inspire all of us to live a life that is both humble and courageous.” (The Program of Remembrance is available on Gavel to Gavel; [take this link to watch it or to read the transcript.](#))

Turning Points

Awards and Honors

Magistrate Deborah Bailey, Twelfth Circuit, received the C.L. McKaig Award from the Sarasota County Bar Association; this award recognizes her for her “extraordinary service to the Sarasota County Bar Association through [her] efforts promoting, improving, and encouraging a high level of professionalism in all aspects of the legal practice.”

Amy Borman, General Counsel with the Fifteenth Circuit, is the 2016 recipient of the annual Palm Beach County Bar Association’s Sidney A. Stubbs Professionalism Award—the highest honor for professionalism bestowed within the circuit.

Judge Cynthia L. Cox, Nineteenth Circuit, received the 2016 Distinguished Judicial Service Award. This award honors outstanding and sustained service to the public, especially as it relates to the support of pro bono legal services.

Judge Charles Francis, Second Circuit, received the Tallahassee Bar Association’s inaugural Lifetime Professionalism Award; the association’s highest honor, this award is presented to a lawyer, judge, or law professor who has exercised professionalism and staunch dedication to the legal profession for 25 years or more.

General Magistrate Susan Keith, Marion County, was presented with the Visionary Award by The Florida Bar’s Family Law Section; this award recognizes her “outstanding service and invaluable contributions to the practice of family law through the State of Florida.”

Judge Ginger Lerner-Wren, Broward County, who presides over the misdemeanor mental health court, has been appointed to serve on the Executive Committee of The National Action Alliance for Suicide Prevention. The only judicial representative on a national committee comprising industry CEOs, members of congress, and federal agencies, Judge Lerner-Wren will help lead and advance suicide prevention awareness and promote evidence-based strategies to improve mental health and wellness throughout our nation’s court systems.

Recently retired Judge Walter Logan, Sixth Circuit, was honored with the St Petersburg Bar Association’s 2015 Judicial Appreciation Award. Among the factors considered for this award are a nominee’s courtroom demeanor, judicial experience, helpfulness to lawyers and litigants, and activities off the bench that promote the administration of justice and civic participation.

Judge T. Patt Maney, Okaloosa County, received the highest honor bestowed by the Brain Injury Association of Florida on behalf of thousands of brain injury survivors and their families. The Valiant Heart recognizes Judge Maney’s strength, courage, and leadership—evident in the way he confronted his own personal challenges as a survivor of traumatic brain injury and in his tireless advocacy for Veterans Treatment Courts in Okaloosa County and throughout the state.

Judge James McGarity, Collier County, was inducted into the US Army Officer Candidate School Hall of Fame at the National Infantry Museum in Fort Benning, Georgia, on April 25, 2016.

Judge J. Thomas McGrady, Sixth Circuit, was presented with the Clearwater Bar Association’s John U. Bird Judicial Excellence Award, which was established to recognize the recipient’s honor, high ideals, personal character, judicial competence, and service.

Senior Judge Daniel R. Monaco, Twentieth Circuit, was recognized for his exemplary service in the administration of Collier County’s residential foreclosure docket by the Thomas S. Biggs Chapter of the American Inns of Court of Collier County. The Inns of Court is a national organization of attorneys and judges committed to a shared national purpose of improving professionalism, ethics, civility, and excellence within the legal profession.

Judge Robert Morris, Second DCA, was recently named editor-in-chief of *Judicature*, the scholarly journal for judges published by the Duke Law Center for Judicial Studies.

Ms Deborah Mravic, Civil/Family Division Director in Collier County, was recognized for her exemplary service in the administration of Collier County's residential foreclosure docket by the Thomas S. Biggs Chapter of the American Inns of Court of Collier County. The Inns of Court is a national organization of attorneys and judges committed to a shared national purpose of improving professionalism, ethics, civility, and excellence within the legal profession.

Judge Edward Nicholas, Twelfth Circuit, was presented with the Bradenton Kiwanis Club's Ralph Davis Fellow Award in recognition of his leadership and of his service to the Bradenton Kiwanis Club and the community.

Ms Rose Patterson, chief of OSCA's Office of Court Improvement, was honored with the President's Award from the Florida Chapter of the Association of Family and Conciliation Courts for her service to the organization.

Judge Mary Rudd Robinson, Broward County, was selected to serve as a trustee of the Florida Supreme Court Historical Society for a three-year term that began July 2015. The organization, which has nearly 1,000 members statewide, aims to apprise people of the importance of an independent judiciary and to preserve the history of the Florida state courts system.

Judge Lee A. Schreiber, Twentieth Circuit, was named the Elected Official of the Year for Southwest Florida by the National Association of Social Workers Florida Chapter, Southwest Florida Unit. She is being recognized for her support "of the professionals who serve within the child welfare system" and for trying "her hardest to ensure that the best interest of the child is [of] the utmost importance when making decisions."

Judge Daniel H. Sleet, Second DCA, received the Jurist of the Year Award from the Tampa Bay Chapter of the American Board of Trial Advocates. Criteria for this award include a commitment to preserving and improving the jury trial system; being knowledgeable, prepared and ruling in a timely manner; following the rules of law and applying them evenhandedly; demanding professionalism from all lawyers; and maintaining an open and accessible working relationship with the trial bar.

Judge Gilbert Smith, Jr., Twelfth Circuit, received the Bradenton Kiwanis Club's George E. Hixson Fellow Award in recognition of his service to the Bradenton Kiwanis Club and to the community.

Judge Jack Tuter, Seventeenth Circuit, was named the civil trial judge of the year by the Fort Lauderdale Chapter of the American Board of Trial Advocates (ABOTA). ABOTA's mission is to uphold the jury system by educating the American public about the history and value of the right to trial by jury.

Judge William R. Webb, Sixth Circuit, received the inaugural Judicial Professionalism Award from the Pasco County Chapter of the Florida Association for Women Lawyers. This award recognizes a local judge who best exemplifies service to the community, profession, and legal system and who has worked to inspire others to pursue a career in the legal profession.

On January 28, the Florida Supreme Court hosted the 2016 Pro Bono Service Awards Ceremony. In fiscal year 1993 – 94, the first year for which pro bono hours were calculated, attorneys donated just over 800,000 hours of free service to the people of Florida; in 2014 – 15, lawyers reportedly donated 1.7 million hours of free legal services to the poor for pro bono work—and also gave nearly \$5 million in contributions to legal aid. This year, the following attorneys were commended for their extraordinary commitment to meeting the legal needs of the poor, the disadvantaged, and the most vulnerable of Florida's citizens.

Bruce B. Blackwell, Ninth Circuit, was honored with the Tobias Simon Pro Bono Service Award;

Judge Cynthia L. Cox, Nineteenth Circuit, was lauded with the Distinguished Judicial Service Award;

Judge Catherine Peek McEwen, United States Bankruptcy Court, Southern District of Florida, was the recipient of the Distinguished Federal Judicial Service Award;

Duane Morris, LLP, Miami, was presented the Law Firm Commendation;

The Eighth Judicial Circuit Bar Association was awarded the Voluntary Bar Association Pro Bono Service Award;

Elisa Jaclyn D'Amico, Eleventh Circuit, was distinguished with the Young Lawyers Division Pro Bono Service Award;

And The Florida Bar President's Pro Bono Service Awards were presented to the following attorneys:

Jason A. Waddell, First Circuit
James Vernon Cook, Second Circuit
Frederick Laurence Koberlein, Jr., Third Circuit
Patricia Vail, Fourth Circuit
Raymond Thomas McNeal, Fifth Circuit
Lawrence J. Markell, Sixth Circuit
Jennifer Courtney Anderson, Seventh Circuit
Mary Katherine Wimsett, Eighth Circuit
Pamela Lynn Foels, Ninth Circuit
Thomas Clifford Saunders, Tenth Circuit
Lyndall M. "Lyndy" Lambert, Eleventh Circuit
William Howard "Bill" Drumm, Twelfth Circuit
Isabel "Cissy" Boza Sevelin, Thirteenth Circuit
Robert Louis Thirston, II, Fourteenth Circuit
Jason Dorian Lazarus, Fifteenth Circuit
Patricia Ann Eables, Sixteenth Circuit
Russell Miller-Thompson, Seventeenth Circuit
Taras Stefan Rudnitsky, Eighteenth Circuit
Kathryn "Kate" Joan Hill, Nineteenth Circuit
Kelley Geraghty Price, Twentieth Circuit
Andrew J. Kamensky, out-of-state, NY, NY

When judges and court personnel receive honors or acclaim
for their contributions to the branch,
please share that information with OSCAPublications@flcourts.org

In Memoriam

Retired Judge Robert Lance Andrews served on the bench in Broward County from 1978 – 1982 and on the bench of the Seventeenth Judicial Circuit from 1982 – 2008.

Mr. James “Jim” Birkhold served as the clerk of the Second District Court of Appeal from 1999 – 2015.

Retired Judge Eugene L. “Gene” Eastmoore served on the bench of the Seventh Judicial Circuit from 1973 – 1990.

Retired Judge William Gladstone served on the bench of the Eleventh Judicial Circuit from 1972 – 1993.

Senior Judge Jacqueline R. Griffin served on the bench of the Fifth DCA from 1990 – 2015.

Retired Judge William C. Johnson, Jr., served on the bench of the Seventh Judicial Circuit from 1984 – 2002.

Retired Judge Robert Miller served on the bench of the Seventh Judicial Circuit from 1976 – 1991.

Retired Judge William “Bill” Norris served on the bench of the Tenth Judicial Circuit from 1975 – 1995.

Retired Judge R. Hudson Olliff served on the bench in Duval County from 1971 – 1973 and on the bench of the Fourth Judicial Circuit from 1973 – 1995.

Retired Judge Peggy Elisabeth Ready served on the bench in St. Johns County from 1990 – 2000.

Retired Judge Susan Schaeffer served on the bench of the Sixth Judicial Circuit from 1982 – 2004.

Retired Justice Leander Shaw, Jr., served on the bench of the First District Court of Appeal from 1979 – 1983 and on the bench of the Florida Supreme Court from 1983 – 2003.

Mr. R.B. “Chips” Shore served as the clerk of the circuit court in Manatee County from 1977 – 2015.

Retired Judge Edward F. Threadgill served on the bench in Polk County from 1975 – 1981, on the bench of the Tenth Judicial Circuit from 1981 – 1987, and on the bench of the Second District Court of Appeal from 1987 – 2001.

Retired Judge Thomas “Tam” Wilson, Jr., served on the bench of the Eleventh Judicial Circuit from 1990 – 2009.

May

- 3 - 5 Court Interpreter Oral Performance Exam Administrations, Tallahassee, FL
- 6 Florida Courts Technology Commission Meeting, Tallahassee, FL
- 10 - 12 Court Interpreter Oral Performance Exam Administrations, Ft. Lauderdale, FL
- 12 Judicial Campaign Conduct Forums: Pensacola, Jacksonville, Tampa, West Palm Beach, & Miami, FL (tentative)
- 13 Judicial Campaign Conduct Forums: Tallahassee, Gainesville, Orlando, Ft. Myers, Ft. Lauderdale, & Key West, FL (tentative)
- 17 Dispute Resolution Center Advanced Mediator Ethics Training, Ft. Lauderdale [postponed]
- 20 Florida Commission on Access to Civil Justice Meeting, Jacksonville, FL
- 23-27 Florida College of Advanced Judicial Studies, Orlando, FL

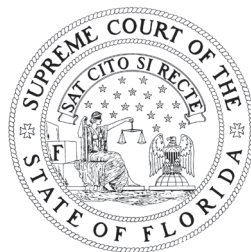
June

- 13 - 14 Court Interpreter Orientation Workshop, Orlando, FL
- 15 - 16 Court Interpreter Orientation Workshop, Orlando, FL
- 24 Judicial Management Council Meeting, Tallahassee, FL

July

- 11 - 14 Conference of County Court Judges of Florida Annual Education Program, Jacksonville Beaches, FL

ON
THE
HORIZON



Under the direction of
 Supreme Court Chief Justice Jorge Labarga
 State Courts Administrator Patricia "PK" Jameson
 Deputy State Courts Administrator Blan L. Teagle
 Publications Managing Attorney Susan Leseman

Written and edited by Beth C. Schwartz
 Court Publications Writer
 OSCAPublications@flcourts.org

The Office of the State Courts Administrator
 500 South Duval Street
 Tallahassee, Florida 32399-1900
 (850) 922-5081