

**BEFORE THE
BOARD OF TRUSTEES OF THE
PUBLIC DEFENDER SERVICE CORPORATION
RELATIVE TO THE USE OF
PUBLIC DEFENDER SERVICE CORPORATION LAPSED
FUNDS TO REIMBURSE EXECUTIVE DIRECTOR ERIC MILLER
FOR ADDITIONAL EXPENSES FOR HIS ATTENDANCE OF
THE NATIONAL DEFENSE LEADERSHIP INSTITUTE (NDLI)
LEADERSHIP MANAGEMENT TRAINING AT THE
UNIVERSITY OF SOUTH CAROLINA SCHOOL OF LAW ON
JUNE 4-6, 2015 IN COLUMBIA, SOUTH CAROLINA**

RESOLUTION NO. PDSC 18-15

WHEREAS, the PDSC Board of Trustees adopted Resolution Number 99-07 requiring Board approval for the budgeting of and/or spending authorization(s) for lapsed funds; and

WHEREAS, Executive Director Eric Miller had attended the NDLI Leadership Management training in Columbia, South Carolina as approved by Board Resolution No. PDSC 08-15; and

WHEREAS, the amount of funds approved by PDSC Resolution No. PDSC 08-15 (AMENDED) was \$2,635.00 but the actual expenses incurred was \$2,870.24 due to additional expenses totaling a difference of \$235.24; now therefore be it

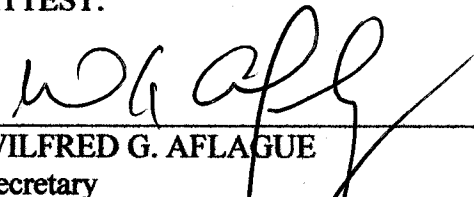
RESOLVED, The Board of Trustees of the Public Defender Service Corporation, in its meeting of June 23, 2015 hereby approves the use of Public Defender Service Corporation's lapsed funds for the amount of \$235.24 to reimburse Executive Director Eric Miller for additional expenses incurred.

DULY AND REGULARLY ADOPTED this 23rd day of June 2015.



Chief Justice ROBERT J. TORRES, JR.

ATTEST:



WILFRED G. AFLAGUE
Secretary

PDSC TRAVEL EXPENSE VOUCHER

NAME: Eric D. Miller

SUMMARY OF PAYMENT

| DESCRIPTION | AMOUNT |
|--------------------------|-------------------------------|
| Per Diem | \$ |
| Actual Expense Allowance | \$ |
| Mileage | \$ |
| Reimbursable Expenses | \$ 2870.28 |
| TOTAL | \$ |
| Less Advance 2,435.- | \$ 2237.00 |
| AMOUNT OWE | \$ |
| AMOUNT DUE | \$ 637.28 > 435.28 |

| | | |
|---|-----------|-----------|
| CLAIMANT SIGNATURE <u>Eric D. Miller</u> | | DATE |
| REVIEWER'S PRINTED NAME & TITLE | | SIGNATURE |
| APPROVING OFFICIAL'S PRINTED NAME & TITLE | | SIGNATURE |
| AMOUNT PAID \$ | CHECK NO. | |
| PAYEE SIGNATURE | DATE | |

PUBLIC DEFENDER SERVICE CORPORATION

779 Route 4
 Sinajana, Guam 96910
 Tel: (671) 475-3100 Fax : (671) 477-5844

**OFFICE/PURCHASE
 REQUISITION**

REQUISITION DATE: JUNE 11, 2015

REQUESTING DIVISION "[Supervisor Name/Division]" *Eric D Miller*

| | | |
|--|--|--------------------------|
| PERSON RESPONSIBLE FOR RECEIVING ITEMS | | DELIVERY DATE REQUESTING |
| | | |

| QTY | UNITS # | DESCRIPTION | UNIT PRICE | LINE TOTAL |
|-----|---------|--|------------|------------|
| 1 | 1 | Cab Fare From airport. | 24.00 | 24.00 |
| | | " " TO " " | 25.00 | 25.00 |
| 4 | | 4 Nites at Hotel - Mt. Conference - Columbia SC. | 147.06 | 588.24 |

Notes/Remarks: PER BOARD RESOLUTION PDSC-08-15 > ALLOWANCE REIMBURSEMENT AS OF 6/11/15 IS \$202.00. Difference of \$435.24 NEED BOARD APPROVAL FOR USE OF LAPSED FUNDS.

TOTAL **637.24**

Signature of Supervisor

 Date

Signature of Authorizing Official
[Signature]
 _____ 6/11/15
 Date

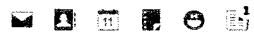
Received by Fiscal Office:

 Date

 Requested Items Received by

 Date

Search



Compose Delete Move Spam More X

- Inbox (5681)
- Drafts
- Sent
- Spam (165)
- Trash (25)
- Smart Views
 - Unread
 - Starred
 - People
 - Social
 - Travel
 - Shopping
 - Finance
- Folders
 - Deban
 - Fe
 - Notes
 - pictures
 - Pictures
 - Sam
 - tax returns
 - Travel

Receipt Confirmation

donotreply@intuit.com Jun 7 at 10:36 AM
 To ericdonnmiller@yahoo.com

Available Taxi
 LEXINGTON, SC, 29073
 (803) 206-0486

| | |
|---------------------|--------------------------|
| 06/06/2015 08:35 PM | Transaction# 10101070915 |
| Misc | \$25.00 |
| 1 @ \$25.00 | |
| <hr/> | |
| Subtotal | 25.00 |
| Total | \$25.00 |
| Cash | \$25.00 |
| Change | \$0.00 |

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Agoda® Hotels ⓘ
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E. Miller

Room: 421

Room Type: QNQN

Number of Guests: 1

Rate: \$129.00

Clerk:

Arrive: 03Jun15

Time: 09:45AM

Depart: 07Jun15

Time:

Folio Number: 51387

| Date | Description | Charges | Credits |
|---------|--|-----------------|---------------|
| 03Jun15 | Room Charge | 129.00 | |
| 03Jun15 | State Occupancy Tax | 11.61 | |
| 03Jun15 | Occupancy Sales Tax | 3.87 | |
| 03Jun15 | Destination Mktg Fee | 2.58 | |
| 04Jun15 | Restaurant Room Charge | 7.32 | |
| 04Jun15 | Room Charge | 129.00 | |
| 04Jun15 | State Occupancy Tax | 11.61 | |
| 04Jun15 | Occupancy Sales Tax | 3.87 | |
| 04Jun15 | Destination Mktg Fee | 2.58 | |
| 05Jun15 | Room Charge | 129.00 | |
| 05Jun15 | State Occupancy Tax | 11.61 | |
| 05Jun15 | Occupancy Sales Tax | 3.87 | |
| 05Jun15 | Destination Mktg Fee | 2.58 | |
| 06Jun15 | Room Charge | 129.00 | |
| 06Jun15 | State Occupancy Tax | 11.61 | |
| 06Jun15 | Occupancy Sales Tax | 3.87 | |
| 06Jun15 | Destination Mktg Fee | 2.58 | |
| 07Jun15 | Visa | | 595.56 |
| | Card #: VXXXXXXXXXXXXXXXXX0666XXXX | | - 7.32 |
| | Amount: 595.56 Auth: 06311A Signature on File | | |
| | This card was electronically swiped on 03Jun15 | | |
| | Balance: | 0.00 | 588.24 |

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NDLI: Nuts & Bolts of Leadership and Management

June 4-6, 2015
University of South Carolina School of Law
&
Courtyard Columbia Downtown at USC
Columbia, South Carolina

On-Site Information and Agenda

Badges

Badges must be worn to gain entrance to all sessions.

Continuing Legal Education

Most states require that attorneys attend CLE-accredited training each year to maintain bar membership. NLADA has applied for accreditation in most states with mandatory CLE.

- Please complete the CLE form included in your conference materials and return it to the registration desk. Individual state forms are available at the conference registration desk.
- If you are an attorney from Delaware, Oklahoma, Illinois or California, please remember to stop by the registration desk to sign the mandatory sign in sheets.

Evaluations

Please fill out the evaluation form included in your conference materials and return it to the registration desk at the conclusion of the conference. Information you share will be used for the express purpose of guaranteeing you the finest faculty and future training events.

Non-Smoking Policy

Smoking is prohibited inside the meeting rooms.

Small Group Workshops

Please note that the rooms in which the small groups meet will remain the same throughout the duration of the conference. Your small workshop group assignment will be available at the registration desk when you arrive. Any last minute changes or reassignments will be announced in the plenary room.

Group 1: John Mauldin

Group 2: Lorie James Townes and Ashley Pennington

Group 3: David Roberson

Group 4: Ed Burnette and Orrie West

Group 5: Shawna Geiger and Harry Dest

Group 6: Gary Windom and Doug Strickler

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THURSDAY, JUNE 4, 2015

2:00 – 3:30 pm National Advocacy Center Tour

The National Advocacy Center (NAC) is operated by the Department of Justice, Executive Office for United States Attorneys. The facility is located on the campus of the University of South Carolina. Over 20,000 personnel are trained annually in advocacy skills and management of legal operations.

Meeting location: Courtyard Columbia Downtown, Ballroom Foyer

2:00 – 4:00 pm Conference Registration

Courtyard Columbia Downtown, Ballroom Foyer

4:00 – 4:30 pm Opening Session

Courtyard Columbia Downtown, Lexington Ballroom

Welcomes & Greetings

***John Mauldin** – Chair, NLADA Board of Directors, and 13th Circuit Chief Defender, Greenville, SC*

***Jo-Ann Wallace** – President & CEO, NLADA*

***Patton Adams** – Executive Director, South Carolina Commission on Indigent Defense, and Host Committee Chair*

***Catherine Beane** - Principal, Beane Consulting*

4:30 – 6:30 pm Workshop Session

Courtyard Columbia Downtown, Lexington Ballroom

“The Role of Leadership in Providing Indigent Defense Services”

John Mauldin

***Lori James-Townes**, Director of Social Work, Leadership & Program Development, Maryland Office of the Public Defender, and Chair, National Alliance of Sentencing Advocates and Mitigation Specialists*

Why is leadership important in public defense systems? What makes a good defender leader? What are the challenges to successfully transitioning to a leadership role? This session will explore the concepts of client-centered leadership, the interplay between external and internal leadership, and the transition many in the defender community make from direct client services and litigation to leadership.

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Session Objectives:

- Articulate reasoning for focusing on leadership, and the importance of leadership to public defender agencies, their clients, and to the courts and agencies involved with their clients.
- Introduce the concept of public defender leaders as co-managers of the justice system with other system stakeholders.
- Introduce the concept of transitioning from “line defender” to “manager/supervisor/leader” as a challenge that trial attorneys and other defenders already have foundational skills to make.
- Introduce the principles of client-centered management as guiding framework/touchstone principles of the conference.

Small Group Meeting

- Experienced public defense leaders will facilitate small groups of participants during the conference. In this first small group session, participants will introduce themselves and their leadership challenges. Participants will also discuss leadership themes from the opening plenary session.

Reference Materials:

- *Basic Principles of Public Defender Management (Mickenberg)*
- *“From Litigators to Public Defense Leaders: Skills that Transfer from Court to Office Management” (Clarke & Stuart)*
- *“Bolder Management for Public Defense: Leadership in Three Dimensions” (Clarke & Stone)*
- *NDLI Seven Core Leadership Competencies*

6:30 – 8:00 pm

Networking Reception

Courtyard Columbia Downtown, Richland Ballroom
Sponsored by the South Carolina Host Committee

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FRIDAY, JUNE 5, 2015

7:30 – 8:30 am **Continental Breakfast,**
Courtyard Columbia Downtown, Lobby Level, Lounge

8:00 am – 5:00 pm **Conference Registration**
University of South Carolina School of Law, Second Floor

8:30 – 9:45 am **Plenary Session: “The Coaching Approach to Supervising Others”**
University of South Carolina School of Law – Classroom 236

*Ed Burnette, Former Chief Public Defender, Law Office of the Cook County
(IL) Public Defender*

*David Roberson, Deputy Director, SCRAP Division, King County
Department of Public Defense*

Supervisors play a critical role in the provision of public defense services, both with regard to supporting those they supervise, and addressing quality of counsel issues when they arise. In this session, we will utilize interactive discussion and brainstorming techniques to identify skills, behaviors, and attitudes of effective supervisors, many of which we already have as trial attorneys, social workers, investigators, and other roles we play in defender offices. We will also explore techniques for giving and receiving feedback.

Session Objectives:

- Introduce the “coaching” approach to supervision.
- Understand the role and function of supervisors/coaches in the provision of quality public defense services.
- Highlight the skills, behaviors and attitudes of effective supervisors.
- Apply specific methods/approaches for coaching in the context of supervising the performance of various personnel in defender agencies (attorneys, investigators, social workers, support/admin staff).
- Model skills and techniques for conducting coaching sessions and constructive feedback conversations.
- (Re)Connect participants with the reasons they chose to move into a supervisory position.
- Reinforce client-centered leadership as the touchstone/lens through which management and supervision challenges should be addressed/resolved

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Resource Materials:

- "SBI: A Feedback Model that Works" - <http://www.workdyn.com/TOOLS-FeedbackModel.html>
- "The Process of Coaching by Giving Feedback" (Monahan)
- "Coaching Defenders: Developing a Helping Relationship" (Clark & Monahan)

9:45 – 11:30 am Small Group Session

Breakout Rooms – See Small Group Assignment Sheet

The emphasis in this breakout session will be on applying the coaching and feedback techniques presented in the plenary session. Participants will focus in particular on thinking through and planning how to approach or initiate and conduct coaching sessions and feedback conversations in a variety of contexts (e.g., performance improvement, motivation, skills training, difficult conversations, conflict, etc.). Participants will plan and role play a coaching/constructive feedback conversation that is appropriate to each individual participant's management challenge.

10:45 – 11:00 am BREAK

11:30 – 12:00 pm Plenary Session: "Exploring Your 'True Colors' to Develop Better Working Relationships" (Part 1)

University of South Carolina School of Law– Classroom 236

Catherine Beane

Effective defender leaders understand and develop the personal dimensions of leadership through self-awareness. One tool for developing this awareness is the "True Colors" inventory, a self-assessment that helps us identify our personality types and behavioral styles. In Part 1 of this session, each participant will complete a "True Colors" self-inventory.

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Session Objectives (Part 1):

- Identify individual personality style and preferences.

Resource Materials:

- "True Colors" self-inventory and handout

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12:00 – 1:30 pm Keynote Luncheon

University of South Carolina School of Law – Classroom 345

*Welcome and Remarks: **Robert M. Wilcox**, Dean, University of South Carolina School of Law*

*Introduction of Keynote Speaker: **Patton Adams***

*Keynote Speaker: **Chief Justice Jean Hoefer Toal**, Supreme Court of South Carolina*

1:30 – 2:30 pm Plenary Session: “Exploring Your ‘True Colors’ to Develop Better Working Relationships” (Part 2)

University of South Carolina School of Law – Classroom 236

Catherine Beane

Through interactive discussion and activities, participants will explore their own individual preferences as reflected by the “True Colors” self-assessment, as well as the preferred styles of colleagues they supervise and work with, and explore how these preferences may impact their approach to coaching and supervision.

Session Objectives (Part 2)

- Identify individual personality style and preferences.
- Deepen understanding of the four “True Colors” personality styles.
- Develop strategies for using knowledge about the four personality types in coaching, team building, and conflict management contexts.

Resource Materials:

- “True Colors” self-inventory and handout

2:30 – 2:45 pm BREAK

2:45 – 4:00 pm Plenary Session: “Building Teams & Managing Conflict”

University of South Carolina School of Law – Classroom 236

Catherine Beane

Shawna Geiger, Training Director, Colorado Office of Alternative Defense Counsel and Chair, National Alliance of Indigent Defense Educators

Building teams and managing conflict are inherent in our roles as leaders and managers of defender offices. It takes time and focused effort to do them well, but the time and effort are worth it: the stronger our teams, the better

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able they are to navigate the conflict that inevitably arises when people work together. In this session, participants will explore the attributes of effective teams, the five stages of team development, and how the GRPI Model can be used as a diagnostic problem-solving tool when conflict arises.

Session Objectives:

- Identify attributes of effective team
- Introduce the stages of team development (forming, storming, norming, performing & adjourning), identify challenges/problems that commonly arise at each stage, and understand your role as a leader during each stage of team development.
- Introduce the GRPI model as a diagnostic problem-solving tool when conflict arises.

Resource Materials:

- "The GRPI model – an approach for team development" (Raue, Tang, Weiland & Wenzlik) <http://www.systemic-excellence-group.com/de/library/grpi-model-%E2%80%93-approach-team-development-0>
- "Stages of Team Development" chart
- GRPI Checklist

4:00 – 5:00 pm Small Group Session

Breakout Rooms – See Small Group Assignment Sheet

In this small group session, participants will explore key learning points from the "True Colors" and team-building sessions in the context of their individual management challenges. Is your team forming or storming? Would greater clarity around goals, roles, and processes help to resolve your management challenge? How might your new knowledge of the four personality types impact your approach to resolving your management challenge?

7:00 – 9:00 pm Dutch Treat – Dine Around/Pub Crawl (Optional) See Registration for more information

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SATURDAY JUNE 6, 2015

7:30 – 8:30 am **Continental Breakfast**
Courtyard Columbia Downtown, Lobby Level, Lounge

8:00 am – 3:00 pm **Conference Registration**
University of South Carolina School of Law, Second Floor

8:30 – 10:00 am **Presentation: “Think Like a Researcher: Basics for Defender Leaders”**
University of South Carolina School of Law – Classroom 236

Tiffany Wu, Senior Research Associate, NLADA

To be effective, defender leaders must be comfortable with data and research. However, many lack a basic grounding in research techniques and terminology. This session will lay out the fundamentals of research and help you learn how to think, talk, and operate like a researcher. For instance, how can we use research not only to figure out what’s happening in an office, but also to track trends? How do you measure and communicate the outputs and outcomes of a particular policy or program? Or simpler yet, what’s the difference between an output and an outcome? This interactive course will help you communicate using research terms that can be used to advocate for additional funding, construct important research questions to understand how your office is functioning, and navigate tricky situations in which data alone doesn’t show what you may think it shows.

Session Objectives

- Introduce fundamental research concepts, such as correlation vs. causation, randomized control trials, and elements of a logic model.
- Explain key research terms, with particular emphasis on those that communicate performance and effectiveness.
- Help draft research questions of particular interest to you and your office and understand the resources needed to answer them.
- Highlight challenges you might face when interpreting or conducting research.

Resource Materials

- *Basic Data Every Defender Program Needs to Track: A Toolkit for Defender Leaders (NLADA)*

10:00 – 10:15 am BREAK

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10:15 – 11:45 am Plenary Session: “Managing a Multi-Generational Team”
University of South Carolina School of Law – Classroom 236

Catherine Beane

Harry Dest, 16th Circuit Public Defender, York County, SC

Multiple generations are present in the workforce today: Millennials, GenXers, Baby Boomers, and even some members of the Silent Generation. Each of these generations come to the task of public defense work with attitudes, preferences, dispositions, and preferred decision-making processes that have been shaped by the watershed moments of their time. Far too often, the generations find themselves in conflict with one another, without a frame of reference for understanding their similarities and differences, and often with misperceptions and harsh judgments of the other. In this session, we will deepen our understanding of the Baby Boomer, Gen X, and Millennial generations, identify common areas of intergenerational conflict and misperception, and develop strategies for leading and managing a multi-generational team.

Session Objectives:

- Explore the concept of a “generation” as a collective culture shaped by watershed events that in turn impact attitudes, preferences, dispositions, and decision-making processes.
- Identify characteristics of the defined generations that are present in today’s workforce.
- Deepen understanding of differences and similarities across generations in the workplace.
- Explore impact of generational mis/perceptions on team coherence and conflict.

Resource Materials:

- “How to Play Together in the Multi-Generational Sandbox at Work” (Dowd-Higgins) - http://www.huffingtonpost.com/caroline-dowdhiggins/how-to-play-together-in-t_b_2989568.html
- “The Changing of the Guard: What Generational Differences Tell us About Social-Change Organizations” (Kunreuther)

11:45 – 1:30 pm Box Lunch
University of South Carolina School of Law – Classroom 236 Foyer

Noon – 1:30 Small Group Session
Breakout Rooms – See Small Group Assignment Sheet

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In this small group session, participants will continue their analytical assessment of their individual management challenges. Drawing on earlier small group discussions and key learning points from the plenary sessions, participants will identify a "take-home" strategy to address their management challenges in the coming weeks and commit to an action plan to address their continued leadership development.

1:30 - 2:15 pm

Closing Plenary Session

University of South Carolina School of Law – Classroom 236

Gary Windom, Riverside County (CA) Public Defender (Retired)

John Mauldin and Michelle Bonner

2:15 pm

Adjourn


| | | | |
|---------|----------|----------------|-------|
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| 4 | 3 | 2 | 1 |
| 2 | 3 | 1 | 3 |
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| <hr/> 3 | <hr/> 17 | | |

**BEFORE THE
BOARD OF TRUSTEES OF THE
PUBLIC DEFENDER SERVICE CORPORATION
RELATIVE TO THE USE OF
PUBLIC DEFENDER SERVICE CORPORATION LAPSED FUNDS
FOR THE ATTENDANCE OF THE PDSC EXECUTIVE DIRECTOR AT THE
NATIONAL DEFENDER LEADERSHIP INSTITUTE (NDLI) LEADERSHIP
MANAGEMENT TRAINING AT THE UNIVERSITY OF SOUTH CAROLINA
SCHOOL OF LAW ON JUNE 4-6, 2015 IN COLUMBIA, SOUTH CAROLINA**

RESOLUTION NO. PDSC 08-15 (AMENDED)

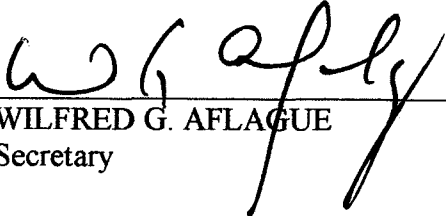
- WHEREAS,** §11113.1 of 12 GCA authorizes the Public Defender Service Corporation (PDSC) to retain unexpended appropriations beginning with Fiscal Year 2000, and to carry these funds over into succeeding fiscal years; and
- WHEREAS,** the PDSC Board of Trustees adopted Resolution 99-07 requiring Board approval for the budgeting of and/or spending authorization(s) for these lapsed funds; and
- WHEREAS,** the National Defender Leadership Institute (NDLI)'s Leadership Management is a highly interactive, hands-on training program, introducing key issues of leadership within public defense systems, focusing primarily on internal management; and
- WHEREAS,** this training is designed for current supervisors and managers, and for those considering a move from line attorney to a leadership role within their system; and
- WHEREAS,** the anticipated cost is \$500.00 for registration, \$435.00 for per diem and \$1,700.00 for airfare; and
- WHEREAS,** for Fiscal Year 2015, off-island travel was not budgeted for as instructed by the PDSC Board of Trustees due to budgetary constraints being experienced by the Government of Guam; and
- WHEREAS,** the amount of \$2,635.00 is required to ensure the Executive Director's attendance, which must come from the PDSC's lapsed funds; now therefore be it
- RESOLVED,** The Board of Trustees of the Public Defender Service Corporation, in its meeting of April 28, 2015 hereby approves the Public Defender Service Corporation's request to expend **\$2,635.00** of lapsed funds to attend the National Defender Leadership Institute training program of the University Of South Carolina School Of Law on June 4-6, 2015 at Columbia, South Carolina.

DULY AND REGULARLY ADOPTED this 28th day of April, 2015.



Chief Justice ROBERT J. TORRES, JR.

ATTEST:



WILFRED G. AFLAGUE
Secretary