

LIJE Leadership

Patricia H. Murrell, Ed.D., is professor of Leadership at The University of Memphis and Director of its Center for the Study of Higher Education. Director of the Leadership Institute in Judicial Education as well as the Institute for Faculty Excellence in Judicial Education, she also serves on the Advisory Council of the National Center for State Courts' Institute for Court Management and has served on the Tennessee Supreme Court Judicial Evaluation Commission. She recently conducted Leadership Institutes for judges in Siberia, Macedonia, Morocco, and Jordan through court modernization projects.

Kathy Story, J.D., clerked for a federal appellate judge and litigated in private practice before returning to higher education. She serves as Project Coordinator for the Leadership Institute and as adjunct faculty in the Department of Leadership's Higher and Adult Education program. She has presented nationally and internationally on judicial education and continuing legal education.

Carrie Brooks, M.S., serves as Project Coordinator for the Institute for Faculty Excellence in Judicial Education. She has worked primarily in career services in higher education, as well as in human resources in the public sector. She is pursuing a doctorate in Leadership at the University of Memphis.

Rob Campbell, M.A., and Steve Erwin, M.A., serve as Graduate Assistants in the Center for the Study of Higher Education, assisting with the Leadership Institute in Judicial Education and the Institute for Faculty Excellence in Judicial Education. They are in the doctoral program in Leadership at the University of Memphis.

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Leadership Institute in Judicial Education
Center for the Study of Higher Education
308 Browning Hall
Memphis, Tennessee 38152-3340
Telephone: (901) 678-2775
Fax: (901) 678-4291
E-mail: kstory@memphis.edu

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LIJE: A History

The Leadership Institute in Judicial Education (LIJE), was founded in 1989 at The University of Memphis. Dr. Patricia Murrell has been involved with LIJE from the beginning, assuming the directorship in 1995.

Throughout its history, over 475 judges, judicial educators, court administrators, and other court personnel from 45 states, Guam, and the District of Columbia have attended LIJE, along with ten national organizations that provide continuing professional education for judges: National Judicial College, ABA's Judicial Division, National Association for Court Management, National Center for State Courts, Justice Management Institute, Center for Effective Public Policy, National Association of Women Judges, National Tribal Judicial Center, National Association of Judicial Educators, and National Judicial Institute of Canada.



An estimated 3,000 additional persons have attended On-Site Institutes in their respective jurisdictions or organizations.

LIJE is the recipient of SJI's Howell Heflin Award, NCSC's Warren Burger Award, ALI-ABA's Harrison Tweed Award, and TBR's Academic Excellence and Quality Award. LIJE was elected to membership in The International Organization for Judicial Training in 2004.



LIJE: Program Elements

• **Selection of Teams**

The program is designed to last one year. States and organizations indicate their interest in the program by submitting an application letter. The Selection Committee of the LIJE Advisory Board makes the final selection of six teams (two to six members) for participation.

• **Basic Institute September 12–17, 2006**

The centerpiece of the Institute is an intensive six-day conference held in Memphis. The program follows the experiential learning model, utilizing theoretical presentations, experiential learning opportunities, reflection and application. Each team leaves with an action plan that details how the new learnings are to be implemented in its state or organization.

• **On-Site Institutes**

Teams organize and conduct an On-Site Leadership Institute between the Basic and Advanced Institutes. The purpose of this follow-up on-site assistance is to reinforce the learning that occurred at the conference, and to "expand the circle" to include individuals who play a leadership role in judi-

cial education in each represented jurisdiction or organization.

• **Advanced Institute May 2007**

Members of the team that attended the Basic Institute will return to Memphis for an Advanced Institute a year after participating in the Basic Institute. This Advanced Institute provides teams an opportunity to report on their progress, to learn from other teams' experiences with change strategies, and to receive further education in applying the principles of learning and development in leadership roles. Dr. Robert Kegan of the Harvard University Graduate School of Education serves as a guest lecturer at the Advanced Institute. Dr. Charles Claxton of Appalachian State University, Founding Director of LIJE, continues to serve as a faculty member.

This commitment to a year-long effort is consistent with theory on institutional change. The team approach ensures that individuals will not be working in isolation when they return to their states or organizations. They have also become part of a national network of participants in this "movement" approach to judicial branch education.



• **Funding**

From its inception through 2004, the Institute was funded by the State Justice Institute. It is currently funded by a congressionally mandated grant from the Bureau of