



a book of *advice* and *quotes*



COSCA

Conference of State Court Administrators

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Welcome to COSCA!

Congratulations on your appointment as State Court Administrator. Your colleagues, past and present, have shared some of their thoughts and advice on how to succeed in this challenging position. This information has been collected and shared in the following document, which I hope you will find helpful. As you begin your new career, I wish you much success, and I hope that your membership in COSCA will prove to be beneficial.



Karl Hade
Virginia

Chair, COSCA Services to New Members Committee
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Section 1

Becoming an outstanding state court administrator

“Never forget that you are a public servant. Ours is important work but we are no more ‘important’ than the next person. Everyone, including those that make your life a nightmare at times, deserves to be treated with dignity and respect.”

“Court administrators should be leaders, models, and organizers for their staff. Your job is getting the right people, doing the right work, and providing them the right amount of direction and support. Their success will go a long way in defining yours.”

-Dan Becker

“It’s OK to say, ‘I don’t know.’ However, it should be followed by ‘But I will find out and let you know.’ There will always be parts of the day-to-day management or new projects that you don’t know. That’s why we hire great staff. Don’t be afraid to ask for help when you don’t know something.”

-Callie Dietz

“Opposites attract. Make sure you surround yourself with people who are different from you. If you are not a visionary, make sure you have some on your staff. If you are not generally empathetic get some ‘feelers’ on your staff.”

-Jeff Shorba

“Stress to your department heads and staff the importance of teamwork and their service to the judiciary. Quoting a football coaching legend, Vince Lombardi, ‘Strive for perfection and settle for excellence along the way.’”

-Karl Hade

“Don’t neglect the business management functions of your organization because innovation cannot thrive if the basics aren’t running smoothly.”

-Sally Holewa

“Surround yourself with people with different backgrounds and experiences. Diversity in an organization promotes more thought and the likelihood that most or all issues will be addressed.”

-Callie Dietz

“You don’t have all the right answers. Don’t promote an ‘emperor has no clothes’ work environment. Allow your staff to challenge you and be open to conflicting ideas. The end product will be better if all voices are at least heard and considered.”

-Jeff Shorba

“What is my authority over staff? Do I have authority to hire, fire, discipline? What staff do I actually have authority over?”

-Mike Buenger

“Listen more than you talk as you learn the inner workings of the administrative office.”

-Karl Hade

“Have weekly or every other week meetings with your administrative office of the courts management staff. It’s important for both you and them to understand what problems and successes individual managers have had. Also, quarterly meetings with all administrative office of the courts staff help reduce the silo effect.”

-Dan Becker

“Don’t limit your trust to a select few employees. Part of our job is to uncover those hidden gems working in our courts. Understand the ever-changing generational ideals and differences of your employees and get to know what makes them tick.”

-Joe Baxter

“Building relationships is key. Find people who can facilitate introductions with key external actors.”

-Todd Nuccio

“Learn to delegate. Unfortunately, you cannot know everything. That is why you have experienced and knowledgeable staff around you.”

-Jeff Shorba

“A major role of the state court administrator is to gather information and to serve as a connector between ideas and the people who can implement them.”

-Sally Holewa

“Develop a complete understanding of the judicial budget and budget process. You will undoubtedly face fiscal challenges, and this knowledge will be invaluable in negotiating with your governor and legislature.”

-Karl Hade

“Don’t micromanage. It sends a bad message to your colleagues as to your faith and trust in their abilities.”

-Joe Baxter

“Start succession planning early. Identifying key leaders and staff with great potential is great. Loss of institutional knowledge can devastate any organization. Preparing for change or loss will help everyone keep the core functions running and know what progress has been made on new projects.”

-Callie Dietz

“Do your best to absorb the failures and hits along the way but be quick to spread the accolades for all success achieved to those around you.”

-Joe Baxter

“Never forget that you are a public servant. Ours is important work but we are no more ‘important’ than the next person. Everyone, including those that make your life a nightmare at times, deserves to be treated with dignity and respect.”

-Callie Dietz

“Take care of your team and they will take care of you when you need it most.”

“Don't be deterred by conflict, criticism, or failure. All are necessary to your growth as a leader and present wonderful opportunities to learn and to build relationships.”

“Becoming an outstanding state court administrator is an iterative process, and one that is certainly not linear or easy. We must have patience with ourselves, others, and "the process," and learn to accept small wins on the path to greater change.”



“Focus on relationships, budget, and technology.”

“Become a state court administrator is one of the greatest honors that can be given. You are in a great position of trust, leadership, and partnership.”

“To be successful in this job you have to be willing to learn new things every day and appreciate the impact of the court system from many different perspectives.”

“It’s a marathon, not a sprint.”

“It is important to recognize that you cannot fix/improve/create everything that is needed. Simply do your best to prioritize and chip away. Put together a great leadership team to support you along the way.”

“Collaboration always produces the best outcomes. This approach to leadership should trickle down through the court system from the top leaders to lower-level supervisors.”



Section 2

You as a state court leader

“No one can be a leader if they are the only one with the vision. Provide everyone with an opportunity to contribute what they have to make a project successful.”

“Develop a reputation for being a problem solver. If you’re not viewed a problem solver, you’re likely viewed as an obstacle. People try to work around obstacles, and that can be deadly for someone who is responsible.”

-Dan Becker

“If a new member has prior experience working in the court, then they will understand the culture. I think it’s important to understand the general culture of the courts and the more specific culture of the particular institution. If they are new to the courts, the first thing they need to figure out is the culture.”

-Mike Buenger

“When possible, meet with people in their building. It makes them more comfortable, and it gives you precious time while driving to think about a few of the many things that need thoughtful, uninterrupted consideration.”

-Artie Pepin

“In any meeting you attend, listen more than you speak. Every person in the meeting will be an expert in his or her own field. Learn from them.”

-Sally Holewa

“Effective communication is the means to establishing effective relationships.”

-Dan Becker

“Remember to thank people as often as you can for a job ‘well-done.’ Everyone likes to be remembered and appreciated and no one feels they are thanked too much. This goes for everyone.”

-Callie Dietz

“No one will care about your education, skills or ideas if they don’t believe you, are a trustworthy person.”

-Sally Holewa

“Learn that criticism is not personal. It may come across that way, especially if you are challenging the system to change a longstanding way of doing business. However, learn not to take it personally.”

-Jeff Shorba

“Don’t overextend.”

-Todd Nuccio

“Relationships are everything. You don’t have to be friends with your bosses and coworkers, but it helps if there are some personal connections. Ask about family, understand their workplace challenges, offer to help. If you have established some personal connection, it will help build some trust, and when concerns arise maybe, just maybe, they will pick up the phone and call you first, before assuming the worst intentions.”

-Jeff Shorba

“Develop a reputation for advancing continuous improvements in an inclusive way. Be a risk taker. Celebrate success. Learn from mistakes and move forward.”

-Dan Becker

“Never let treating the manifesting symptoms of the illness (administrative and efficiency problems) keep you from the ultimate goal of curing the disease (providing justice in the individual case).”

-Rob Baldwin

“Don’t have meetings just to meet. Make sure the purpose and agenda are known ahead of time.”

-Callie Deitz

“It’s okay not to know the answer to every question and to say such.”

-Todd Nuccio

“Since you can never, please everyone, focus on the things that you can control such as:

- Never put your own interest above others.
- Work hard.
- Treat others as you would like to be treated.
- Spend the state’s money as if it were your own.”

-Rob Baldwin

“Rely on committees for developing policies, programs and proposals, not only to get varying perspectives but to create broader ownership.”

-Dan Becker

“No one can be a leader if they are the only one with the vision. Provide everyone with an opportunity to contribute what they have to make a project successful.”

-Callie Deitz

“Establish your foundation of values and always make decisions and take actions on the basis of those values rather than on the expediency of the moment.”

-Rob Baldwin

“Prioritize the future. Your job is to plan for the future. Where is the organization going? How will we deal with future challenges? How can we prepare? ...Make sure you continue to explain the ‘why’ behind changes but do not be satisfied with the status quo. As the world around us constantly changes, we must as well.”

-Jeff Shorba

“Think before speaking or acting.”

-Larry Polansky

“When all else fails, smile and ‘bless their hearts.’ It’s all in the tone!”

-Callie Deitz

“Do the right thing and do it right.”

-Rob Baldwin



“Family first. Say it, mean it, live it. The organization is made up of people who are all going through different things at different times. Give them time off and take it for yourself. These jobs are important, but they are just that, jobs. Again, take care of your team and they will take care of you.”

“Be bold but be humble.”

“Being a state court administrator is akin to being a symphony conductor. You have to make sure all the parts are covered and done as well as possible, but it is all about the players and the instruments used.”

“Growing as a state court leader means challenging yourself.”

“I want our people in our courts to feel inspired and supported, and as I try to keep our team focused on

what we are trying to achieve. I keep this Maya Angelou quote in mind: ‘I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.’”

“It is a true team effort. I could not do my job without the dedicated and skilled critical thinkers we are so fortunate to have in the AOIC.”

“It is the responsibility of a state court administrator to earn the respect and buy-in of everyone in the court system who is in their charge. This sort of leadership requires strong communication skills, empathy, emotional intelligence, humility, and diplomacy.”



Section 3

Working with your chief justice

“Remember that although your official boss is the chief justice, you are really serving the best interests of the people of your state.”

“Who exactly do I report to on a daily basis? ...It’s important to get that down straight so when Justice A says go here and Justice B says, no, go there, the state court administrator knows where to go to get matters resolved. This is easier said than done, of course.”

-Mike Buenger

“Buy a flak jacket! Not kidding. That advice is shaped by the fact that during my first year, my chief justice got into a war with the governor over juvenile justice reform ... Looking back, I am not sure how I survived! But translating that to more general advice, I would say make sure you and your chief justice are on the same page.”

-Dave Byers

“State court administrators are paid to give their leaders advice, but the leaders are not paid to take it.”

-Tom Darr

“Always, without exception, tell your boss the honest truth. Unless he or she can’t handle the truth ... If the chief justice has trouble accepting bad news, figure out how to motivate him or her to get where you need to go. Some need to get information in small bits over time. Some need to yell and let off steam before moving through the stages of grief leading to acceptance. It is a real test of your agility to learn what will do the trick but you have to figure it out because you need your chief to succeed. It is hard for the state court administrator to survive and hard for courts to thrive if the chief justice fails.”

-Artie Pepin

“Meet with your chief justice and let him or her know that you feel it is important that the state court administrator and chief justice work as a united team.”

-Karl Hade

“Learn how to ‘manage up.’ You will be working with judges who have full-time jobs ‘judging.’ Sometimes they want to be full-time administrators. You need to be able to set those boundaries and understand which decisions are yours and which require consultation with the chief justice or other governing bodies. Don’t give up too much authority.”

-Jeff Shorba

“If the leadership is made of seven justices, always be able to count to four. When you can’t count a majority in your support, life can become very difficult, very fast.”

-Tom Darr

“Set up a fixed schedule for meeting with your chief justice every week. This is your most important relationship, and your interaction needs to be part of an established routine for both of you. Even if there is nothing pressing, you should meet for the purpose of building and maintaining that relationship. Meeting only when there is a problem is not a good way of doing business.”

-Dan Becker

“Discuss with the chief justice his or her preferred communication means and ask if you can establish a regular meeting schedule to review project status and/or other major administrative issues.”

-Karl Hade

“Remember that although your official boss is the chief justice, you are really serving the best interests of the people of your state.”

-Larry Polansky

“Develop relationships! Certainly, the key relationships within the judiciary include the chief justice, other members of the court, your leadership team, and for me the presiding judges and trial court executives ... Within the executive branch, I developed relationships with the governor’s office, and the directors of corrections, juvenile corrections and health and human services.”

-Patti Tobias

“Seek as much as possible to get a consensus from the court on your responsibilities, accountabilities, and authorities. Certainly, this changes over time. But at least initially this conversation needs to occur early so that everyone is clear of the ‘paint’ on the road.”

-Mike Buenger

“Become familiar with your judicial governing committees and determine your role in that process as well as how they can support your mission.”

-Karl Hade

“I’ve been blessed to work with an amazing Chief Justice, that is an amazing listener and calming voice with tons of experience. That many not always be the case for everyone. Do your best to communicate and advise them the best you can. If you are consistent, you will have more credibility. Don’t just bring them problems, offer a few solutions/suggestions. They are busy and if you build up trust by offering solutions they will appreciate you even more.”

“We may not always agree, but we are always honest and open with each other.”

“Never tell a Chief Justice “NO” - instead ask, “Have you thought of?”

“I strive to align my work with his vision for our Judiciary, supporting its direction and strategic initiatives.”

“My relationship with the Chief Justice is the most important one I have in this position. We tackle a lot of difficult issues together, make many important decisions together, and implement statewide initiatives together. I am fortunate to have a strong partnership with my Chief Justice.”

“The Chief Justice is our most important partner in bringing about system change.”

“Every Chief brings a unique perspective. Being able to bring her vision and priorities to fruition is a great challenge and an honor.”

“Working in concert with, and under the wise guidance of, my Chief Justice is essential to not only keeping the trains running but also implementing all the great ideas our judicial branch produces to effectuate court system improvements.”

“You will achieve the best results if your vision for the courts aligns with that of the Chief Justice, and if the two of you work side-by-side to fulfill that vision.”



Section 4

Your colleagues in COSCA

“Get involved right away with COSCA. If you wait until you think you have time, you will find that time will never come. The involvement with COSCA will provide access to contacts and information that will benefit you immensely.”

“Get involved right away with COSCA. If you wait until you think you have time, you will find that time will never come. The involvement with COSCA will provide access to contacts and information that will benefit you immensely.”

-Greg Sattizahn

“Become involved by joining the COSCA committees that are of interest to you. Remember only 55 other people hold your position in the United States and its territories. Most of them will be at these conferences and they know and understand the responsibilities and challenges of your position better than anyone else in the country. These conferences provide you with an excellent opportunity to develop new professional relationships and learn from their collective experiences.”

-Karl Hade

“I appreciate the backup that COSCA provides in terms of knowledge of issues, frankly because it is hard to keep up with all that goes on in courts across the nation.”

-Tom Darr

“You are not alone. Between their mentor, NCSC, and COSCA, someone can help with virtually any problem they confront. Just ask.”

-Hugh Collins

“Attend COSCA meetings and become active in a committee or two. These people have probably seen before whatever you are seeing for the first time. Very often they have good ideas. In addition, they are great people, great friends, ready to listen sympathetically to things you are unable to complain about at home, and they are really dedicated to the same things that drove you to get involved with this work.”

-Artie Pepin

“Constantly review and analyze what other state court administrators are doing in their states and appropriate the best for your state.”

-Rob Baldwin

“Attend the NCSC orientation in Williamsburg to learn about the many resources and support that are available for you to access as a member of COSCA.”

-Karl Hade

“The mentoring program is very good for new COSCA members. A new state court administrator should spend a couple of days with an ‘oldie.’”

-Jim Thomas

“New member orientation was really helpful, including the mentor. Also, the annual and mid-year meetings are chock full of very helpful information.”

-Randy Koschnick

“Be inspired by your COSCA colleagues. The first few years in COSCA I was frankly intimidated by the knowledge and accomplishments of my COSCA colleagues. As time went on, I became inspired by what I learned at each annual and mid-year meeting. I came home after each meeting with long lists of ideas and opportunities to improve the courts in my state. And by listening and learning and being innovative, we were able to accomplish many of the great ideas and work underway in so many of the states.”

-Patti Tobias

“These are your people that understand and are living the challenges you face. Connect with them, seek them out, ask for advice, call them when you need suggestions, but build your community and make it a two-way street. The more you connect, the easier your life will be. There are lots of great ideas out there that you can bring to your state. You don't have to keep reinventing the wheel all by yourself. Ask questions, we will help.”

“Having a group like COSCA is invaluable. Everyone is so willing to share their knowledge and experience when asked. Our jobs are hard, but they are easier with a support network of outstanding professionals like the members of COSCA.”

“COSCA is an invaluable resource, and I have been continually impressed with the people who lead our state courts across the country. They are experts in their field and consummate professionals.”

“I'm grateful for the warm welcome, collaborate spirit, and sincere support from colleagues.”

“My relationships with my colleagues in COSCA are some of my most important. I lean on them frequently when I am rolling out a new initiative, encountering a difficult issue, or finding out what they are doing in a particular area. Many of the ideas we have implemented are "stolen" from my COSCA colleagues.”

“I am always impressed with my colleagues and their willingness to tackle some of the most difficult issues and their ability to innovate.”

“When I first joined COSCA, I heard experienced SCAs talk about how much they valued the COSCA “family.” I didn't really understand it at the time. Now, seven years in, I get it. I learn so much from my COSCA colleagues, and I love being part of such a supportive, talented, driven, creative, fun, and mission-driven bunch.”

“My COSCA colleagues constantly amaze me with their knowledge, energy, generosity and strong dedication. It is a very challenging job no matter what state court you are a part of, and I learn new things from everyone. It is an honor to call them friends, as well.”

“Becoming active in COSCA has enhanced my effectiveness as a state court administrator by providing me with a wealth of information, ideas, and perspective from my counterparts throughout the nation.”



Section 5

Relationships with trial courts

“Reach out to your judges, clerks, magistrates, and others to establish communication lines with them. Listen to their concerns and issues and work to resolve them where possible. Maintain an open and ongoing dialogue with them.”

“See and be seen. I toured each of the 44 counties in Idaho in my first year. I relied on the trial court administrators to schedule the tours in each of the courthouses, arranging meetings with judges, clerks of the court and deputy clerks, prosecuting attorneys, public defenders and county commissioners. I found it so valuable and rewarding, and I received such great feedback that I repeated my 44 county tours with each new chief justice that was willing to do so. In all, I visited all of the 44 counties at least five times.”

-Patti Tobias

“Reach out to your judges, clerks, magistrates, and others to establish communication lines with them. Listen to their concerns and issues and work to resolve them where possible. Maintain an open and ongoing dialogue with them.”

-Karl Hade

“Use other judges as allies when dealing with judges. You may know the message or content you want to convey, but it is much better coming from a judge to a judge.”

-Jeff Shorba

“Take the time to build and maintain good relationships with key trial judges across the state. They need to know you at a personal level and have confidence in your decision making. When difficult issues arise, and they will arise, it is much more difficult for them to dismiss you or your opinion, if they have a personal relationship with you.”

-Dan Becker

“I will be going to all courts this year. I’ve already received positive feedback, and I think it will make a big difference in my experience as state court administrator.”

-Nancy Cozine

“Have regular, set times to meet with senior trial court administrative staff from across the state. Again, establishing working relationships with trial court executives and clerks of court is important to reducing the amount of ‘us versus them.’”

-Dan Becker

“Spend as much time out of your office as you can. Outreach to your constituents – judges and staff – is a crucial part of your job. Make sure you make it a priority whether through in person visits and meetings (the best) or some virtual communication.”

-Jeff Shorba

“Respect them, and advocate for them. They are in the trenches every day. Give them the support they need, and they will have your back when you need it. And trust me, you will need them.”

“Have regular communication with your trial courts. Being accessible and open to their questions and concerns will go a long way to building trust.”

“One size does not fit all. I strive to provide flexible support, services, and tools which can be aligned with the needs of their communities.”

“State court administration exists to serve trial and appellate courts. Knowing how administrative decisions affect them, gathering input and feedback from them, and keeping a service-oriented perspective is necessary when implementing decisions and initiatives.”

“The trial courts have the most impact of what almost everyone thinks our court system represents and are integral to meeting our mission.”

“Our trial courts are where most of the action happens. I feel a tremendous sense of responsibility to secure funding and provide support so that they can be dependable, solutions-oriented, valued, and trusted entities in their communities.”

“Our trial courts continue to innovate, challenge themselves to do more, and remain flexible and open to new ideas in a fast-changing world. We have worked hard to establish mutual trust which will foster lasting partnerships.”

“Just showing up is important. Whether at local courthouses or at events sponsored by judicial associations, trial court judges truly value the time you spend with them, listening to their concerns.”



Section 6

The importance of other branches

*“Develop relationships with
key legislative members and
the staff that handle the
judicial budget.”*

“Make friends with legislative staff. A few minutes invested during their down time will pay great dividends in the last days or hours of the session as disaster looms and you need to rescue an appropriation or bill. If you are among the lucky few who do not deal with legislators, good for you.”

-Artie Pepin

“Get yourself appointed to executive branch committees and boards in order to develop relationships and routine interactions with other department heads. This is particularly important for committees and boards that have responsibility for disseminating federal funds.”

-Dan Becker

“Educating the legislature requires extraordinary personal commitment and time to build your credibility, but if done correctly and continuously, will provide immeasurable benefits to your courts.”

-Patti Tobias

“If the expectation is that you work with the legislature, what exactly does the court expect in terms of the boundaries of that work? Some courts want active participation, some want more passive participation. It’s important to understand that.”

-Mike Buenger

“Develop relationships with key legislative members and the staff that handle the judicial budget.”

-Karl Hade



“You must reach out to legislators year-round and build relationships with them. You will not be successful if you just work with them during legislative sessions. Go visit them in their towns, invite local judges to join you for coffee and lunch. Get to know them, they will appreciate the effort.”

“The judicial branch cannot do its job without the other branches. Be open to working collaboratively with them.”

“The court system is a constellation not a pyramid.”

“Partnerships with the executive and legislative branches are vital to the success of projects and new initiatives.”

“Each branch has an important role to play to serve the citizens of our state.”

“All three branches are critical to the success of our society. While we have different areas of responsibility, and we must each be independent, we must also work together to ensure that every community has the resources services needed to keep people healthy, safe, stable, and secure.”

“The legislature is the purse, and we must do our best to communicate our message clearly and succinctly so we can meet our needs. The Executive Branch is our partner in countless project and priorities, in addition to daily routine needs - but core functions - such as payroll and benefits.”

“Cultivate your skills as a natural relationship builder and consensus builder, not only within the judiciary but also with leaders in the legislative and executive branches. A positive, constructive relationship with your partners in the other branches of government is

essential, since the judiciary relies on them for help, budgetary and otherwise, in achieving its goals.”



Section 7

Taking care of yourself

“Develop a healthy work-life balance. Take care of your mental and physical well-being. You have a very demanding and stressful job, which can become all consuming...”

“Coffee. Dark, rich, smooth and unadulterated by cream, sugar, or whatever syrups they add at Starbucks. That steaming mug and the ritual of making it in my office refreshes and grounds me (pun intended). Yours may be a yoga class, a walk at lunch, or playing chess on your phone with your friend who lives far away. Whatever it is, find something to give your brain a rest so you can attack the next tornado twisting its way toward your desk. It is difficult to be an effective leader if your brain turns to Jell-O because you never give it a break.”

-Artie Pepin

“Remember that being a state court administrator is a great job so enjoy it.”

-Hugh Collins

“Think about care and consideration for yourself and others in all your dealings. If you don’t take care of yourself, you won’t be any good to anyone else. Self-care can be neglected, and everyone in your life (especially YOU) pays the price. Family and friends will be there after the job is finished. That doesn’t mean they should wait for your time and attention while you are in it. Family first.”

-Callie Dietz

“Develop a healthy work-life balance. Take care of your mental and physical well-being. You have a very demanding and stressful job, which can become all consuming. Learn to triage the work coming across your desk. Decide what you must handle personally and delegate the rest to your hard working and competent staff so that they may showcase their talents and skills. You cannot do it all, nor is that best for the organization.”

-Karl Hade

“For God’s sake, GO HOME! There is always more than enough to do on any given day, but don’t shortchange your inner peace, or give up time with family, friends, and hobbies to get it done.”

-Sally Holewa

“These jobs can eat you up if you let them. Set boundaries and take time off. Seriously, take time off when you can and encourage your leadership team to do the same.”

“Talk to yourself as you would talk to your best friend. You do hard things every day in this profession, so be kind and invest time in taking care of yourself. It will make you better at everything.”

“Prioritizing self-care is essential for senior leadership, as it fosters resilience, sharpens decision-making, and ensures the capacity to inspire and lead effectively.”

“Taking care of yourself daily is a must, not an option, in this role.”

“This job can be challenging, and it is important to make time for yourself and to unplug. Burnout is very real.”

“Self-care is critical. I try to get outside every day, usually in the very early, quiet, peaceful morning hours before the world is awake. This, along with great food, good sleep, time with family and friends, and weekend excursions whenever possible, helps me gets me through the rough patches.”

“Make space for things you love - do not miss out on things you will regret because of work demands; instead, figure out a way to balance. You will not likely retire and look back on your career and say you wish you had worked more.”

“Court employees should be aware of the importance of their physical and mental well-being and a healthy work-life balance, and a court administrator should set a good example by taking sufficient time for rest and rejuvenation.”



CONFERENCE OF STATE COURT ADMINISTRATORS

The Conference of State Court Administrators (COSCA), established in 1955, is dedicated to the improvement of state court systems. Its membership consists of the state court administrator or equivalent official in each of the fifty states, the District of Columbia, Puerto Rico, American Samoa, Guam, Northern Mariana Islands, and the Virgin Islands.

COSCA is composed of the chief executive officer representing each of the state court systems. COSCA is committed to strengthening the judicial branch by improving the quality of the state courts. COSCA accomplishes this by developing best practices for improved court administration; identifying, researching and finding solutions to issues that affect our courts; and working closely with our colleagues in the legal and government communities to improve the justice system. By establishing more efficient and effective courts, COSCA strengthens the public's trust and confidence in the justice system, which forms the foundation of a peaceful, civilized society.

MISSION STATEMENT

"The mission of the Conference of State Court Administrators is to provide a national forum to assist state court administrators in the development of a more just, effective, and efficient system of justice, by:

- Identifying and studying issues and, when appropriate, developing policies, principles, and standards relating to the administration of judicial systems.*
- Providing an effective network for the exchange of information, ideas, and methods to improve state courts.*
- Facilitating cooperation, consultation, and exchange of information by and among organizations directly concerned with court administration.*
- Assisting in the formulation and implementation of national issues that affect state courts.*
- Establishing and maintaining an organization that is open, inclusive, participatory, dynamic, and responsive.*
- Offering educational opportunities."*



COSCA

Conference of State Court Administrators

with support from the national
center for state courts



2025