



ROBERT M. BELL  
CHIEF JUDGE

COURT OF APPEALS OF MARYLAND  
ROBERT C. MURPHY COURTS OF APPEAL BUILDING  
361 ROWE BOULEVARD  
ANNAPOLIS, MARYLAND 21401-1699

SAMPLE INVITATION LETTER

June 26, 2007

County Administrative Judge

Clerk of Court

Court Administrator

Dear Judge, Clerk and Court Administrator:

Leadership is the critical determinant in the effectiveness of trial courts. The sheer scope and complexity of our mission and role in the administration of justice demands the attention and commitment of the combined efforts of a Circuit Court's top executives working together in partnership. This executive team, comprised of the county administrative judge, clerk of court and court administrator, is critical to the development of a high performing court. In recognition of this, the Judiciary has planned a series of leadership retreats in collaboration with the James MacGregor Burns Leadership Academy of the University of Maryland that has been made possible through grant funding from the State Justice Institute.

Your executive team has been selected to participate in the inaugural retreat of this program that will begin in the late afternoon on Monday, November 5, and conclude after lunch on Thursday, November 8 at the Aspen Wye Institute's "Wye Woods" facility in Easton. This setting will offer an atmosphere conducive to this type of work.

Your leadership team must be available to attend together and there can be no designees. Because the agenda will include evening programs and activities, and all meals will be provided on site, there also can be no guests. If all three members of the team are not available, the team will be scheduled for a future session.

As a participant in the first session, your team will provide valuable feedback on the program, and help to shape future retreats that build on the discussions in this first session. Further information about the program curriculum and the logistics will be sent to you in the near future from the Administrative Office of the Courts.

The administrative judge should confirm your team's attendance by contacting Frank Broccolina at (410) 260-1295, or [frank.broccolina@mdcourts.gov](mailto:frank.broccolina@mdcourts.gov) by July 11, 2007.

Very truly yours,

A handwritten signature in black ink that reads "Robert M. Bell". The signature is written in a cursive style with a large initial "R" and "B".

Robert M. Bell

cc: Frank Broccolina