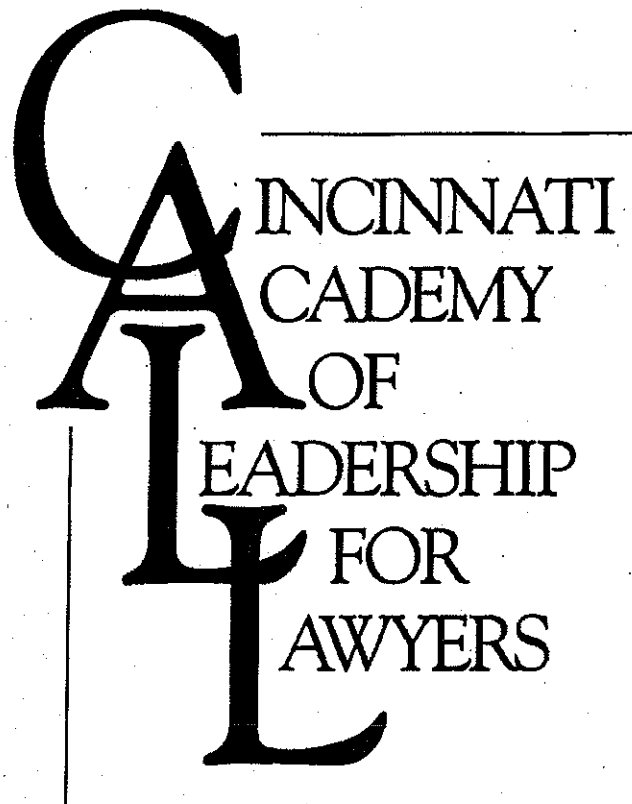


Cincinnati Academy of Leadership for Lawyers
presented by
Barbara J. Howard
Past-President, Cincinnati Bar Association



For additional information please contact,
Lisa G. McPherson
lgmcperson@cincybar.org
(513) 699-1398

Cincinnati Bar Association
Cincinnati Academy of Leadership for Lawyers

Mission

To create an institute under the sponsorship of the Cincinnati Bar Association in cooperation with the University of Cincinnati College of Law, to promote and encourage leadership and professionalism among practicing lawyers in the Greater Cincinnati area.

Goals & Aspirations

The Cincinnati Academy of Leadership for Lawyers' goals focus on enhancing the public image of lawyers and renewing the commitment to professionalism within the legal profession. Specific goals of the CALL program are:

To gradually build a large core of practicing attorneys to become leaders with respect to ethical, professional and community service issues, resulting in raising the overall professional standards of lawyers in the community.

To form a pool of members from which bar associations and other organizations within the community could draw upon for service.

To raise the level of awareness of all lawyers in the community of issues upon which CALL focuses by creating a sense of mission, purpose and pride in members of the program.

To promote a closer working relationship between the Cincinnati Bar Association and the University of Cincinnati College of Law.

The Cincinnati Academy of Leadership for Lawyers aspires to guide attorneys who will lead the community ethically, professionally and with high regard for community service. The visibility of that leadership lets the community witness the contributions lawyers make and, as such, helps raise lawyers' professional standards and improve their image overall.

Project Description

In 1996, the Cincinnati Bar Association created and developed CALL — the Cincinnati Academy of Leadership for Lawyers. Operated in conjunction with the University of Cincinnati College of Law, CALL focuses on practical, professional and ethical issues facing lawyers in Greater Cincinnati.

The Cincinnati Academy of Leadership for Lawyers draws on the resources and leadership of lawyers and other professionals to elevate the lawyers' role to one as a leader in

both the profession and the community. It encourages and nurtures professional and leadership development, enabling CALL participants to lead their colleagues in the same direction.

Each fall, 25-32 lawyers are selected to participate in CALL. Each possesses the highest degree of professionalism and ethics and has been practicing law for five to fifteen years. Through a written narrative statement, the class members demonstrate the following: what they have already contributed to the legal profession, why they should be selected for the CALL program and what they hope to gain from participation in the program.

CALL sessions are held monthly, January through May. All sessions have interactive components and address areas relevant to the development of professionalism and leadership. Those sessions are as follows:

Leadership Through Service

Introduces participants to the central idea that awareness of the current state of the legal profession is an important part of developing a sense of leadership, and provides participants with information about the nature of changes in, and future of, the legal profession. Speakers for this session have included: ABA Executive Director, Robert A. Stein, Esq.; ABA 1995-96 President, Roberta Cooper Ramo, Esq.; ABA House of Delegates Chair, Robert J. Grey, Jr., Esq.; ABA 2000-01 President Martha W. Barnett and ABA 2003-04 President and former Mayor of Detroit, Dennis W. Archer.

Leadership for Lawyers

Encourages participants to identify and develop an understanding of the essential elements of leadership for lawyers through involved discussions about their own leadership characteristics and general leadership obligations, skills and styles. This session also examines the service nature of the legal profession. Speakers for this session have included: Charles S. Mechem, Jr., Esq., Chairman of the Board for Cincinnati Bell, Inc. and former LPGA (Ladies Professional Golf Association) Commissioner; United States Sixth Circuit Court Judge Nathaniel R. Jones and David C. Phillips, Director of Downtown Cincinnati, Inc.

This session begins on a Thursday evening and continues through noon on Saturday. In addition to discussions on life balance, results of the Myers-Briggs Type Indicator, a personality profile, are discussed during large and small group sessions. Much of this session is geared toward allowing the participants to become better acquainted with each other so that stereotypes and boundaries can be explored.

Leadership Skills

Focuses on substantive tools every participant can develop to become an expert problem solver and effective lawyer leader. The various portions of this session address consensus building, listening skills and leaders as advocates.

Ethics, Justice and Values

Explores the development of ethics historically, values as they affect the legal profession, and the development of ethical standards in other professions. Speakers for this session have included: General Counsel for the State Bar of Georgia, William Smith III, Esq.;

tobacco litigation specialist and partner of Wehner & York in Washington, D.C., Michael M. York, Esq.; Father John Putka, S.M., Ph.D., University of Dayton, Political Science Department; Tariq Siddiqi, M.D. of University of Cincinnati Medical Center; Mayor of Cincinnati, Charles J. Luken, Esq.; and Supreme Court of Ohio Associate Justice Alice Robie Resnick.

Leadership Opportunities & Academy Induction

Showcases opportunities for community service; provides time for participants to reflect upon their CALL experiences and celebrates the conclusion of the program with an induction ceremony.

The CALL program is designed to stimulate awareness and evoke reflection. It reminds us that there are no clear paths to follow in the areas of leadership, ethics, civility and professionalism. Throughout the program, CALL participants examine the morals and ethics, habits and behaviors of themselves and others. Through this self-examination and assessment, each CALL graduate becomes an educator for others in the legal profession and also the community-at-large. One of the biggest advantages of the CALL program is those who used to be taught are now becoming the teachers.

Service Project

In addition to the monthly programs, the CALL class is required to select and execute a community service project. Service projects have included:

- **Tutoring at W.E.B. DuBois Academy** - Over 300 hours of tutoring were provided to students. The school selected CALL Class V to receive their Volunteer of the Year Award.
- **Junior Judges** - CALL Class VII took the ABA's Junior Judges program to area schools in teams of two. The program includes a video and workbook; teams visited their assigned class twice. The sessions were very well received.
- **People Working Cooperatively**
CALL Class VIII worked in two groups to help with general yard work. In the final evaluations, many in the class thought a legal-related project would have been more meaningful.
- **YWCA and Lighthouse Youth Services**
CALL Class IX decided to work on two separate projects. Both projects were very well received. The YWCA project yielded a legal resource manual with topics that included: civil protection orders, child support, children's services, green cards, employment law, landlord/tenant, SSI - SSDI and expunged records.
- **Truancy Mediation Program**
CALL Class X collaborated with the Cincinnati Public Schools, the Ohio Commission on Dispute Resolution and Conflict Management, and the Hamilton County Juvenile Court to bring truancy mediation to seven Cincinnati Public Elementary Schools. The program is a non-confrontational, non-punitive, non-disciplinary way to identify the family problems which result in poor school attendance and to assist families in reaching voluntary solutions to those problems. Mediations take place in the school, during normal school hours. Parents, teachers, students, and the mediator all participate in the mediation and attempt to discover the cause of the student's absence and to create a voluntary solution which allows the student to attend school regularly.
- **Owls Nest Park Build**
CALL Class XI raised funds and helped build the tot playground at Owl's Nest Park in eastern Walnut Hills. The new playground provides a safe and nurturing environment for the youth in many Cincinnati

Communities.

- **ALS (Lou Gehrig's disease) Legal Services**

CALL Class XII provided free legal assistance to ALS patients and their families. Services included basic estate planning, durable power of attorney, living wills and help with Medicaid spend-down requirements. In addition, the class raised over \$5,000 for the Walk to Defeat ALS.

Success of Project

The purpose of the Cincinnati Academy of Leadership for Lawyers is to create an institute to promote and encourage leadership and professionalism among practicing lawyers in the Greater Cincinnati area. The program cultivates the integrity and high ideals that define leaders and promotes renewed pride in the legal profession.

Specific goals of the CALL program are:

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To form a pool of graduates from which bar associations and other organizations within the community could draw upon for service.

To raise the level of awareness of all lawyers in the community of issues upon which CALL focuses by creating a sense of mission, purpose and pride in graduates of the program.

CALL's goals focus not only on enhancing the public image of lawyers, but also on renewing the commitment to professionalism within the legal profession. To that end, it aspires to guide attorneys who will lead the community ethically, professionally and with high regard for community service. The visibility of that leadership lets the community witness the contributions lawyers make and, as such, helps raise lawyers' professional standards and improve their image overall.

The direct impact of CALL is measured through session evaluations and an overall evaluation is completed upon graduation. There are many indirect, yet measurable, outcomes regarding attorney volunteerism. The Cincinnati Bar Association currently has fifteen CALL graduates on its 25-member Board of Trustees. There are 22 CALL alumni members in leadership positions in the Cincinnati Bar Association board and member committees. The Cincinnati Bar Foundation Board of Trustees touts six graduates.

CALL graduates also serve in various other leadership positions within the legal

profession through the American Bar Association, Black Lawyers Association of Cincinnati, Greater Cincinnati Women Lawyers Association, Potter Stewart Inns of Court and Volunteer Lawyers for the Poor. Many graduates serve in leadership roles and on boards in the community including: American Civil Liberties Union, American Heart Association, Boys Hope/Girls Hope of Cincinnati, Children's Museum of Cincinnati, Cincinnati Arts Festival, Inc., Cincinnati Historical Society, Cincinnati Symphony Orchestra, Cincinnati Youth Collaborative, Greater Cincinnati AIDS Consortium, Hospice of Cincinnati, Inc., Junior League of Cincinnati, Kids Voting, ProKids, ProSeniors, and United Way.

Each of the goals set forth for CALL Class I in 1997 have been achieved and continue to be broadened through each subsequent class. CALL Alumni number over 330 attorneys. The Cincinnati Bar Association Speaker's Bureau will have a larger base of lawyers to contact for speaking engagements and to serve as teachers and lecturers at community service events. Many participants themselves have taken the CALL program's goals to heart and are becoming Cincinnati's future leaders by volunteering to teach and lecture during continuing legal education programs and at outside events through the Cincinnati Bar Association Speaker's Bureau.

Many of the graduates work to promote the CALL program by serving on CALL subcommittees and organizing future sessions. At the prompting of CALL Class II, the Cincinnati Bar Foundation established a CALL Alumni Fund by which persons may receive monetary assistance if they are unable to afford the program tuition of \$1350. An Alumni Association has been established and is charged with coordinating and developing community service activities and social events.

Suggestions/Recommendations

A primary recommendation is to realistically estimate the effort involved in initiating a project such as CALL. Michael H. Neumark, Cincinnati Bar Association 1996-97 President, conceived the general idea of a lawyer leadership program long before taking office. He carefully selected a steering committee which included the then current Cincinnati Bar Association president, two past presidents of the Cincinnati Bar Association, a long-time member of the American Bar Association's House of Delegates, the dean of the University of Cincinnati College of Law and the executive director of the Cincinnati Bar Association.

The committee first met in May 1995. It continued to meet once or twice a month through mid-1997. In addition to the time and effort expended by volunteers, it is estimated that between 900 and 1,200 staff hours were expended during those first two years. Before and during the 1998 CALL program, the steering committee met monthly. Currently, the subcommittees are independently charged with forming their own outlines and agendas and the steering committee meets monthly, August through June.

For another bar association or group to successfully emulate a project like CALL, the adoption of a similar organizational structure is recommended. Each steering committee member was assigned a session for development and production. The committee member recruited a three- to six-person subcommittee to secure speakers and off-site locations, develop panel groups and implement the session topic.

The CALL sessions feature over 30 speakers. The number of speakers — lawyer and non-lawyer — involved in the CALL program is one of its strengths because a variety of viewpoints and perspectives demonstrates to the CALL participants that leadership nor professionalism can be measured by a strict definition or style.

In addition to staff and volunteer commitment, an organization must be prepared to devote financial resources to a program such as CALL. For the 2008 program, tuition was \$1350 per participant and approximately \$35,000 was expended. A detailed account of expenses is available from the Cincinnati Bar Association.

A key element in recruiting participants is name recognition of featured speakers. Before the application process begins, principal speakers make a commitment and are secured. Thus, those who submit applications are excited about the CALL program and are keenly interested in hearing from and meeting each of the speakers. Having a diverse range of compelling, high-profile speakers projects to the general community that the organized bar and other professions seriously value the CALL program and its effort to improve the legal profession.

Finally, the CALL program is successful because one individual believed strongly in its value and was willing to recruit others to share in that belief. A person must be willing to devote significant time to direct the program and inspire others to participate.

**Cincinnati Academy of Leadership for Lawyers
2009 Program Dates**

January 7, 2009 9:00 - 5:00 p.m.	Leadership through Service National Underground Railroad Freedom Center 50 East Freedom Way Cincinnati, Ohio 45202
February 4, 2009 4:00 p.m.	Class Service Project Meeting Dinsmore & Shohl LLP 255 East Fifth Street Suite 1900 Cincinnati, Ohio 45202
February 19 - 21, 2009 Thurs. 6:30 p.m. - Sat. 12:30 p.m.	Leadership Lexington Embassy Suites 1801 Newtown Pike Lexington, Kentucky 40511
March 18, 2009 8:55 a.m. - 5:00 p.m.	Leadership Skills Memorial Hall 1225 Elm Street Cincinnati, Ohio 45202
April 21, 2009 8:30 a.m. - 5:00 p.m.	Ethics, Justice and Values Theodore M. Berry International Friendship Park Pavilion 1001 Riverside Drive Cincinnati, Ohio 45202
May 21, 2009 1:00 - 8:00 p.m.	Academy Induction and Fellows Dinner Cincinnati Bar Association 225 East Sixth Street Cincinnati, Ohio 45202

Additional time for the Class Service Project will be required

Barbara J. Howard Bio

Barbara J. Howard is the principal of the law firm of Barbara J. Howard Co., L.P.A., a practice that focuses in family law. Howard has practiced in the area of family law her entire legal career, which has been her sole focus for at least the last 25 years. Her practice covers domestic relations, paternity and related juvenile law. She has been certified by the Ohio State Bar Association (OSBA) as a Family Relations Law Specialist since it was first made available in 1999. Howard is also trained in Collaborative Law, and is a member of the Cincinnati Academy of Collaborative Professionals (CACP).

Howard is the President-Elect of the Ohio State Bar Association (OSBA). A past president of the Cincinnati Bar Association, Howard presently serves on the Board of the Cincinnati Bar Foundation as well as the Volunteer Lawyers for the Poor. She is very active in the American Bar Association where she has served in the House of Delegates since 1986. She has held a variety of positions in the American Bar Association, currently serving as a member of the Board of Editors of the *ABA Journal*. Howard has been one of nine attorneys and judges working through the OSBA Family Law Committee to re-write Ohio's spousal support statute, an effort that has spanned over six years. Howard is also active in non-legal aspects of the Cincinnati community. She has been a member of the Board of Trustees of Xavier University since 1995. She also serves on the Boards of Trustees of the Athenaeum, Cincinnati Union Bethel and the Corporate Guild of Dress for Success Cincinnati.

Howard is a graduate of Xavier University with a Bachelor of Arts in Political Science *magna cum laude* and received her Juris Doctor degree from the University of Cincinnati College Of Law.