



# National Conference of Women's Bar Associations

PO Box 82366  
Portland, OR 97282-0366

info@newba.org  
www.newba.org

Telephone: (503) 775-4396  
Fax: (503) 775-6525

## Nomination Form for 2017 Public Service Award and Outstanding Members Program Award

The National Conference of Women's Bar Association's (NCWBA) Public Service Award and Outstanding Member Program Award recognize significant accomplishments of women's bar associations across the country. The **Public Service Award** is given to recognize a wide variety of outstanding and unique public service projects. The **Outstanding Member Program Award** is given to recognize bar associations' innovation projects, programs and service to their members. The NCWBA hopes that these Awards will inspire other women's bar associations to initiate similar programs in their own regions. For information about past recipients of both Awards, go to [www.ncwba.org](http://www.ncwba.org).

### Nominations are due Friday, January 20, 2017.

Nominations are only accepted from member organizations of NCWBA (whose dues are current or submitted with the application). Projects co-sponsored with other non-bar association organizations may be considered, although more weight is given to those carried out solely by a women's bar association.

### Instructions

Complete the nomination form and return it to the NCWBA Awards Committee at [awards@ncwba.org](mailto:awards@ncwba.org). Supplemental information about your nominee is also accepted, however, the total number of pages for the nomination (including the nomination form) should be limited to 10 pages.

### Nominee:

(boxes will expand as you type)

Name of women's bar association being nominated:	
Name of project, program or service being nominated:	
Name of contact person for purposes of award notification:	
Association's address:	
Telephone number of contact person:	
Email of contact person:	
Number of members in the bar association:	

\*\*Please make sure to notify the NCWBA of any change in contact information after submission of nomination to ensure timely notification of the awards decision.

### Indicate which Award the bar association is being nominated for:

Public Service Award

**1. About the Bar Association being Nominated:**

In the space that follows, tell us about the women’s bar association being nominated for an award. Include the year the association was established, a brief sketch of its growth and development, its major contributions to the legal community or community at-large, and its current membership. The space below is designed to expand to fit the length of your narrative.

Year Established: \_\_\_\_

Number of Members: \_\_\_\_\_

About the Organization:

**2. About the Project, Program or Service being Nominated:**

In the space that follows, tell us about the project, program or service being nominated for an award. First, describe the project, program or service in one sentence (i.e., a sound bite). Then go on and describe the project, program or service in detail, giving sufficient detail so that another women’s bar association wishing to do a similar project could use your description as an outline of their action plan. Include information on how and why the project, program or service was initiated, historical information for the project, program or service, give the number of women attorneys involved, the number of people impacted and overall results achieved. Copies of photographs, news clippings or other supporting documentation may be attached to the narrative. The space below is designed to expand to fit the length of your narrative.

Description of project, program or service in one sentence:

- *Example: "The Pipeline to Leadership Project provides leadership training to women attorneys who are interested in securing positions on public boards and commissions."*

**The Building Resilience Project, and the unique events that led to its creation, offer practical advice and inspirational guidance to women lawyers of every age and stage of practice.**

Details about the project, program or service:

See separate narrative entitled "South Carolina Women Lawyers Association - Building Resilience Project" submitted herewith.

### 3. Tell Us What Makes Your Project, Program or Service Special

In the space that follows, tell us what is unique about your project, program or service and why is it special. The space below is designed to expand to fit the length of your narrative.

What makes this project, program or service special:

- *Example: "The Visiting Mom Project" is special and unique because it filled an unmet need of young children visiting their incarcerated mothers. The Project created a new visiting room for the children, which was warm and inviting, looking more like a public library than a jail, and sent a message to incarcerated mothers that reaffirmed their humanity and their roles as mothers."*

Growth comes from unexpected places. From a thousand-year flood came a program in "Building Resilience" for women lawyers.

See separate narrative entitled "South Carolina Women Lawyers Association - Building Resilience Project" submitted herewith.

**Submission Deadline: Nominations are due Friday, January 20, 2017.**

Send your completed Nomination Form to the NCWBA Awards Committee at [awards@ncwba.org](mailto:awards@ncwba.org)

The Nomination Form and any supplemental information should be limited to 10 pages.

SOUTH CAROLINA WOMEN LAWYERS ASSOCIATION  
BUILDING RESILIENCE PROJECT

“Resilience,” in the field of positive psychology, is defined as the ability to learn from setback and failure, and to grow in the face of challenge and adversity.

This is the story about how a 21st Anniversary, a thousand-year flood, and a nonrefundable airline ticket taught SCWLA and its members a lesson in resilience. It is also a story about how that lesson expanded into programming that benefitted hundreds, if not thousands, of South Carolinians. It all begins in the Fall of 2015. . . .

It was, to quote Charles Dickens, “the best of times.” Having celebrated its 20th Anniversary in 2014, SCWLA was looking to the future. SCWLA wanted to use its 21<sup>st</sup> Annual Conference, scheduled for October 2015, as a springboard for the next generation of SCWLA members.

The theme for the conference was “Back to the Future.” Building on the idea of time travel from the iconic movie, SCWLA decided to host its event at the University of South Carolina School of Law (“USC Law”) in Columbia, the site of SCWLA’s first conference in 1994. SCWLA was going back to where it all began -- to give its younger members the tools to be successful in the future.

As the date approached, the conference was shaping up to be the biggest event SCWLA had ever hosted. Jean Hoefler Toal, Chief Justice of the South Carolina Supreme Court and SCWLA founder, was kicking off the conference with Debbie Epstein Henry, a well-known legal consultant, as the key note speaker. In addition, SCWLA had scheduled mini-financial planning sessions, designed a “Dress for Success” event, and created a “Mentor is In” booth for quick professional advice. SCWLA had even arranged for free “head shots” and invited hairstylists and makeup artists to give mini-makeovers for these photographs.

The 21<sup>st</sup> Annual Conference Committee, chaired by Sheila Bias, was working feverishly. They had planned a sunrise yoga class to begin the day and a food truck “rodeo” for the lunch hour. And, importantly, they had retained Sarah Fowler (*see* Ex. 1, Profile of Sarah Fowler), an expert in positive psychology, to provide “resilience moments” between events. You see, SCWLA was intending to use the 21<sup>st</sup> Annual Conference to announce its plan to study “Resilience for Lawyers” in 2016. Little did we know that we were about to get a “real world” lesson in resilience ourselves.

Suddenly, and without warning, it was “the worst of times.” In early October, South Carolina was shaken by what scientists called “a thousand-year flood.” Nearly 25 inches of rain fell in some areas of the Palmetto State, washing out roadways, destroying neighborhoods and leaving thousands of residents, including SCWLA members, homeless. The Midlands, where USC Law is located, was hit particularly hard. (*See* Ex. 2, photographs of flood). USC Law itself had no electricity and no running water, and the caterer scheduled to provide breakfast for SCWLA’s conference was flooded out.

Later, SCWLA President, Marguerite Willis, would say that the decision to postpone the 21<sup>st</sup> Annual Conference was “an easy one.” In fact, at the time, the decision was agonizing. SCWLA had contractual commitments to its speakers and its vendors and, perhaps more importantly, SCWLA had never cancelled a conference. But, under the circumstances, SCWLA concluded it was the right thing to do.

As the Conference Committee turned to the business of “undoing” the event, President Willis wrote a letter to Governor Nikki Haley offering “the assistance of South Carolina’s Women Lawyers in the time of tragedy.” President Willis also told the Governor, in her October 7, 2015 letter, that SCWLA would identify opportunities to aid those “who needed a helping hand.” (*See* Ex. 3, Willis letter to Governor Haley).

SCWLA was good to its word. Showing what it would later learn to be real “resilience,” SCWLA sent out a call to aid flood victims. (See Ex. 4, “Call to Action”). Through its Community Outreach Committee, chaired by Allyce Bailey, SCWLA set up collection sites across the State for food, toiletries and other essential items. As cash donations flowed in, SCWLA members met in groups to purchase clean linens, batteries, and bottled water for those displaced by the storm.

This important project drew the attention of women’s bar associations in other states, who made donations to help in the relief efforts. Touchingly, SCWLA received individual contributions from a number of women lawyers across the country. Peggy LeBlanc, a lawyer from New Orleans, sent a check for \$200.00. Peggy wrote that, during Katrina when her home was flooded with eight (8) feet of water, “the kindness of strangers (and my women lawyer friends from around the country) was a great morale booster in a time of overwhelming loss.” (See Ex. 5, LeBlanc letter).

As the days passed, SCWLA members who had planned to attend the convention channeled their energy into other actions. On October 23, 2015, the scheduled date for the 21<sup>st</sup> Annual Convention, SCWLA members gathered to distribute food, clothing and personal items to those displaced by the storm. (See Ex. 6, photographs of October 23). And on that same day, President Willis wrote a letter entitled “Resilience” to SCWLA members:

Women lawyers are, in general, planners. We plan for our education; we plan for our careers; we plan for the future. But, sometimes, life gets in the way, and our plans change.

Today would have been SCWLA’s 21<sup>st</sup> Convention. We were planning to gather at the USC Law School, to plan for the future of young lawyers. But then, the rains came, and everything changed.

In the face of unprecedented disaster, we made other plans. So, today, instead of earning CLE credits, we are making “Blessing Bags” for those who lost so much. We did the right thing, for the right reason. We were, in the face of loss and tragedy, resilient.

(See Exhibit 7, Willis October 23 letter).

In November, President Willis received a telephone call. It was Sarah Fowler, calling to say she had a nonrefundable ticket to South Carolina and asking whether she could come, free of charge, to work with SCWLA on the “Resilience for Lawyers” project. President Willis agreed and, later that month, Ms. Fowler traveled to Columbia, where she entered a recording studio and taped a series of “mini-lectures” on resilience. The raw footage from that session was delivered to the law firm of Nexsen Pruet, LLC, which donated the time of its media department to edit and format the videos for distribution.

By December, the flood waters had largely receded but the damage to South Carolina, especially the Midlands, was simply . . . staggering. In some places, where dams had given way, what used to be lakes were now only muddy fields. SCWLA’s Community Outreach Committee, which had led the Flood Relief Project, received a call from officials at South Carolina’s Department of Social Services. Children in foster care were facing a bleak Christmas, due in part to the historic storm. The Committee, with the full support of SCWLA’s membership, rolled up its sleeves and was able to provide every child in the Midlands foster care system a toy that Christmas.

The aftermath of the flood also affected SCWLA’s business. Under its bylaws, SCWLA is required to have a membership meeting every year, which SCWLA usually conducts at its annual conference. Because the 21<sup>st</sup> Annual Conference had been cancelled, however, SCWLA had not held this mandatory meeting.

Incoming President-Elect, Kelly Jolley, had a novel idea. With the help of SCWLA’s media consultant, SCWLA hosted a live membership meeting on the YouTube channel on December 30, 2015.<sup>1</sup> After conducting some business, and thanking a number of people, President Willis read

---

<sup>1</sup> See, <http://scwla.org/2015meeting.asp>; <https://www.youtube.com/watch?v=7QX5Uon8inc>

her final letter to SCWLA members. Focusing on the topic of resilience, President Willis encouraged SCWLA members:

For those of you who have suffered a personal loss or a professional disappointment – and you know who you are – have hope for the future.

For those of you who have experienced a personal joy or a professional success – and you know who you are – share your happiness with others.

For those of you who have faced an obstacle and failed in your first attempt – and you know who you are – try, and try again.

For those of you who continue to doubt your value as a person or as a professional – and you know who you are – get up, get dressed and get going.

(See Ex. 8, Willis December 30 letter).

By the time Ms. Jolley assumed the role of SCWLA President in early 2016, Ms. Fowler's mini-lectures on resilience were ready for publication. Beginning in January, SCWLA electronically released a "Resilience Moment" to its membership every ten days to two weeks. The final video was released just prior to March 18, 2016, when SCWLA hosted a one-day, "make-up" conference in Columbia.<sup>2</sup>

Ms. Fowler, once again, donated her time and spoke about resilience. At that same event, SCWLA members and friends shared personal stories. One lawyer told how he had suffered a devastating brain injury and fought to return to a functioning professional life. A member of SCWLA's Board of Directors spoke about her struggles following the arrival of her daughter, who suffered from a life-threatening birth defect. In both cases, the speakers exhibited, in meaningful ways, attributes of resilience.

President Jolley, during her tenure, continued SCWLA's work on resilience. With the assistance of Sarah Fowler, SCWLA conducted a survey to identify stressors unique to women

---

<sup>2</sup> See Resilience Moments at <http://scwla.org/resilience.asp> or <https://www.youtube.com/channel/UCuw2Gb7BrL1SSKRiQqDPzEA>



lawyers. The survey revealed the three areas where, on average, SCWLA members rated themselves as most effective: working as part of a team; leadership responsibilities; and interactions with supervisors. In contrast, the survey found three areas where SCWLA members, on average, rated themselves as least effective: physical fitness pressures; uncertainty/ambiguity about the future; and failure. Reviewing these results, Ms. Fowler concluded that SCWLA members have confidence in their social and leadership skills and their ability to form strong relationships. On the other hand, the survey revealed that SCWLA members might have more challenges with prioritizing physical health, especially when overworked; living in the “unknown”; and facing a fear of failure.

Based on the findings of the 2016 survey, and building on her work with others, including the United States Army, Ms. Fowler created a “Building Resilience” program for SCWLA. On October 20, 2016, almost one year after the thousand-year flood, Ms. Fowler presented that program at SCWLA’s Professional Development Program in Charleston, South Carolina. (See Ex. 9, “Building Resilience”).

In her presentation, Ms. Fowler described “protective factors” that can enhance resilience: self-awareness, self-control, open mindset, optimism, and positive relationships. Ms. Fowler then outlined the “Three ‘Rs’ of Resilience for SCWLA”:

- Reframing – tracking your thinking and shifting your perspective to see situations more accurately and optimistically;
- Rejuvenation – tending to your resilience by taking care of yourself and refueling your energy so you can maintain your self-control and self-awareness; and
- Relationships – maintaining strong, supportive and positive relationships.

This program was particularly timely, since less than two weeks earlier, Hurricane Matthew had torn through the low country of South Carolina, leaving many SCWLA members, including President Jolley, with extensive damage to their homes and offices.

As 2016 drew to an end, former SCWLA President Marguerite Willis received an interesting email from the ABA. It was an invitation to participate in a December 19 webinar entitled, “Fierce & Gritty: Resilience Training for Lawyers.” Ms. Willis forwarded the email to Sarah Fowler and President Jolley, with a note: “Ladies, SCWLA actually beat the ABA with a resilience program. Good work.”



Marguerite Willis



Kelly Jolley



Sheila Bias



Allyce Bailey



Sarah Fowler

#### Post Script.

Why, you might ask, did SCWLA apply for this NCWBA award? There are actually two reasons. The first one is fairly straightforward: SCWLA wanted to share its “Building Resilience” program with its sister bar associations. This submission, in large part, creates a road map for the creation of a resilience program: hire an expert, conduct a survey, and formulate a plan that fits your membership. Another bar association might also add video or other electronic messaging to its resilience plan.

The second reason SCWLA applied for this award is more nuanced. As more and more women enter the practice of law, people sometimes question the continued relevance of

women's bar associations. SCWLA believes the complete story of its "year of resilience" demonstrates, in rich detail, the leadership, compassion and camaraderie that an association of women lawyers can provide. And importantly, SCWLA's story demonstrates that, in many circumstances, we are more resilient as a group than we are individually.

So what is next for SCWLA? We are planning to take our lessons in resilience and put them into practice. We are strengthening our regional activities and increasing our programming on professional stress and wellness. And our Community Outreach Committee? Well, it is stronger than ever. Just a month ago, it doubled the number of toys and other seasonal items delivered to foster children in the Midlands area.

Former SCWLA President, Marguerite Willis, is fond of saying that "the world is round, and sometimes the place that seems to end is but the beginning." The end of SCWLA's 21<sup>st</sup> Annual Conference turned out to be the beginning of the study of, and growth in, the psychology of resilience. SCWLA is proud of all it has achieved and hopes that, in some small way, those accomplishments will inspire others.

## Exhibit List

1. Profile of Sarah Fowler
2. Photographs of flood
3. Willis letter to Governor Haley
4. "Call to Action"
5. LeBlanc letter
6. Photographs of October 23
- \*Embedded link: Annual Meeting
7. Willis October 23 letter
- \*Embedded link: Resilience Moments videos
8. Willis December 30 letter
9. "Building Resilience" presentation

# **EXHIBIT 1**

## Sarah Fowler

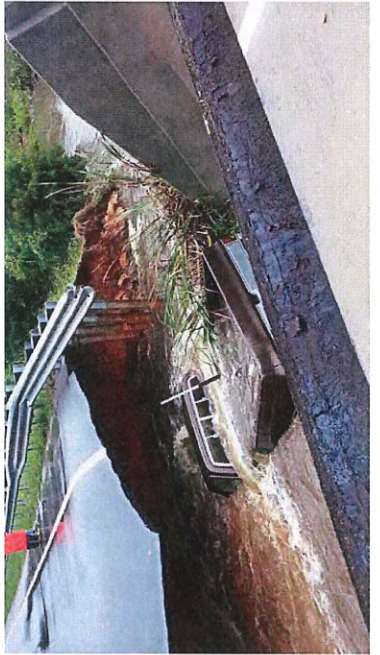
Sarah Fowler has extensive experience in organizational development consulting, professional skills training, and leadership coaching in both the private and public sectors. She uses her unique background in positive psychology and resilience to help clients more effectively combat counterproductive thinking, manage stress, increase well-being, and strengthen relationships.

As a leadership coach, Sarah is committed to helping her clients reach both their professional and personal goals. Her approach to coaching incorporates a variety of techniques, such as enhancing psychological resilience, leveraging character strengths, building communication and presentation skills, and developing an authentic and confident leadership presence. Sarah has coached clients across a range of professional backgrounds, including Fortune 500 executives and senior military leaders.

As part of an elite University of Pennsylvania training team, Sarah has taught over 40 Master Resilience Training (MRT) courses to thousands of U.S. Army soldiers, both in the United States and abroad, as part of the Army's Comprehensive Soldier and Family Fitness Program. The MRT program is designed to improve soldier performance and leadership, as well as to buffer against the mental-health-related challenges facing many of America's returning combat veterans.

Sarah earned a Bachelor of Science in Psychology from the University of Pittsburgh and a Master of Applied Positive Psychology from the University of Pennsylvania. Sarah has also completed her certification in Leadership Coaching from Georgetown University.

# **EXHIBIT 2**





# **EXHIBIT 3**



October 7, 2015

The Honorable Nikki Haley  
Governor, State of South Carolina  
1205 Pendleton Street  
Columbia, SC 29201

Re: SCWLA Offers a Helping Hand

Dear Governor Haley:

On behalf of the South Carolina Women Lawyers Association, I write to offer the assistance of South Carolina's women lawyers in this time of tragedy. Just yesterday, our Board of Directors voted to postpone our annual convention, previously scheduled for October 23 at the USC School of Law. Our theme had been "Back to the Future," and our convention would have focused on helping young lawyers get a "good start" in their careers. Instead, today, I sent a letter to our members stating that we should put "first things first." Accordingly, the South Carolina Women Lawyers are dedicating October 23, the day scheduled for our convention, as a day of public service. Through our regional representatives across the state, we will identify opportunities to aid those who need a helping hand.

We thank you for your leadership in this time of crisis. It has reassured all of us to see you, and hear you, calming our collective fears and guiding our collective efforts.

Sincerely yours,

Marguerite S. Willis  
President, South Carolina Women Lawyers Association

cc: SCWLA members

Post Office Box 11910  
Columbia, South Carolina 29211

# **EXHIBIT 4**

## SCWLA CALL TO ACTION TO AID THOSE IN NEED DUE TO THE 2015 FLOOD

Many of you know that SCWLA is currently conducting a state-wide "Blessing Bags Drive" to collect toiletries and other essentials for those in need. Due to the unprecedented flooding our state is currently facing, the number of those in need has increased tremendously. We are calling on all those who can to HELP! Your selflessness and generosity are needed now more than ever.

Please see a list of the items that will be collected below as well as drop off locations in various areas of the state. All items collected at the various collection points will be delivered to shelters/pick-up locations that have been designated in each region as action points for those in need.

If ever there was a time to be our brother's and sister's keeper, it is NOW! Items will be collected starting today until October 23.

### Items Needed

(We were initially requesting travel size items. Any size products will now be accepted and full sized items would actually be preferred as we do not know how long those in need will be without these essential items. )

- Gallon sized Ziploc bags
- Bottled water
- Hand sanitizer
- Wet wipes
- Lotion
- Lip balm
- Toothbrushes
- Toothpaste
- Deodorant
- Mouthwash
- Feminine hygiene products (individually wrapped)
- Ponchos
- Granola bars, energy bars, etc.
- Trail mix, raisins, peanuts, etc.
- Fruit cups, apple sauce, etc.
- Non-perishable food in general
- Bars of soap
- Packs of underwear, socks, etc.
- **Anything else you feel led to give!**
- **gift cards, cash, etc.**

**We will see to it that these items get to those who need them!!!**

## State-Wide Collection/Drop-Off Sites

- **Midlands**
  - Turner Padgett (Columbia Office) - Bank of America building at 1901 Main Street
  - Nelson Mullins- 1320 Main Street
  - Bailey Law Firm- 1803 Hampton Street
  - Bluestein, Nichols, Thompson & Delgado, 1614 Taylor Street ,Columbia, SC 29202
- **Pee Dee**
  - Turner Padgett (Florence Office)- 319 South Irby Street, Florence, SC 29501
- **Sea Islands**
  - Jolley Law Group- 1 Corpus Christi Place, Suite 106, Hilton Head Island, SC
- **Lowcountry Legal Volunteers, 181 Bluffton Rd #103a, Bluffton, SC 29910**
- **Low Country**
  - Nexsen Pruet (Charleston Office)- 205 King St., #400, Charleston, SC 29401
- **Old English**
  - The Echols Firm, 115 Oakland Ave., Suite 102, Rock Hill, South Carolina 29730
- **Grand Strand**
  - Nexsen Pruet (Myrtle Beach), 1101 Johnson Ave #300, Myrtle Beach, SC 29577
- **Upstate**
  - Gibbes Burton, LLC, 308 East St. John Street, Spartanburg, South Carolina 29302 (864.327.5000)

# **EXHIBIT 5**

MARGARET A. 'PEGGY' LeBLANC  
ATTORNEY AT LAW  
4220 CANAL STREET  
NEW ORLEANS, LA. 70119  
(504) 488-6401

NOTARY PUBLIC  
email: [peggyleb@lawfirm.nocoxmail.com](mailto:peggyleb@lawfirm.nocoxmail.com)

FACSIMILE:(504) 488-6414

October 9, 2015

SCWLA  
c/o Marguerite Willis  
Nexsen Pruet, LLC  
1230 Main Street, Suite 700  
Columbia, SC 29201

RE: Flood Relief

Dear Ms. Willis,

Please find my check for \$200.00 for SCWLA's efforts to assist your members' efforts to help their own colleagues and others who have suffered loss.

I live in New Orleans. My home had 8 feet of water from KATRINA. My building had 5 feet. Our Orleans Parish Courthouse was closed for about 5 months. Lawyers had to be creative in finding displaced clients. But we persevered, and your community will survive. The kindness of strangers (and my women lawyer friends from around the country) was a great morale booster in a time of overwhelming loss for so many people.

I wish you great success in this endeavor.

Sincerely,

  
Peggy LeBlanc

**RECEIVED**  
OCT 13 2015  
NEXSEN PRUET

# **EXHIBIT 6**





# **EXHIBIT 7**



October 23, 2015

Re: Resilience

Dear SCWLA Members:

Women lawyers are, in general, planners. We plan for our education; we plan for our careers; we plan for the future. But, sometimes, life gets in the way, and our plans change.

Today would have been SCWLA's 21<sup>st</sup> Convention. We were planning to gather at the USC Law School, to plan for the future of young lawyers. But then, the rains came, and everything changed.

In the face of unprecedented disaster, we made other plans. So, today, instead of earning CLE credits, we are making "Blessing Bags" for those who lost so much. We did the right thing, for the right reason. We were, in the face of loss and tragedy, resilient.

Many experts have studied the subject of resilience. Some people think resilience is like a rubber ball -- when you drop it, it bounces back. I think of resilience as a young tree which, when the sunshine is blocked, bends to face the light. Either way, having resilience helps one cope with adversity, learn from failure, and face the future with confidence.

Next year, SCWLA will study resilience in women lawyers. We had planned to begin that study at the Convention today with a series of mini-lectures, or resilience "moments." Instead, we got a real life lesson in what it means to be resilient.

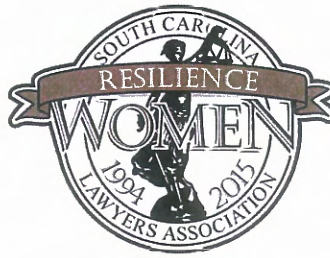
I will be thinking of each of you today, especially those who have suffered through the recent storms. May God bless you all.

With best personal wishes, and more to come.

Marguerite Willis  
President

Post Office Box 11910  
Columbia, South Carolina 29211

# **EXHIBIT 8**



December 30, 2015

Re: The Place That Seems the End

Dear SCWLA members:

My grandmother Eva lived in Abbeville, South Carolina. She was a secretary in a textile mill. Her only sister, my Aunt Sophie, lived in Green Sea, North Carolina. She taught second grade. Every day after they retired, my grandmother and her sister wrote a letter to each other. They wrote about big things (like births and deaths and politics), and small things (like hats, and shoes, and a granddaughter's visit). But they wrote, literally every day.

When I became president of SCWLA, perhaps in memory of my grandmother, I decided to write you letters. It was less about my having anything important to say, than my wanting to share something -- perhaps something of myself -- with you. So I wrote about big things (like the rule of law and religious tolerance and equal pay) and small things (like fun and ice cream and friendship). But I wrote, literally every month.

Some months, I struggled. Other months, the letters seemed to write themselves. My letter about the Charleston massacre came to me in the middle of a sleepless night. But through it all, I felt a special connection with each of you.

When it came time for my last letter, I decided to write a "barn burner." It was going to be about SCWLA and its mission to advance the status of women. It was going to remind us about SCWLA's important goals, including, particularly, its goal of increasing the number of women in our judiciary. And, it was going to challenge us all to do better, and to work harder, in this State where women are so under-employed and, some would say, so undervalued.

Earlier this week, I wrote that letter. It was a good letter, a strong letter and, one day, I may share that letter with you, but not today. Why not? Because, upon reflection, the words did not come from my heart.

So today, this is my final message as President: "The world is round, and sometimes the place that seems the end is only the beginning."

Post Office Box 11910  
Columbia, South Carolina 29211

For those of you who have suffered a personal loss or a professional disappointment – and you know who you are – have hope for the future.

For those of you who have experienced a personal joy or a professional success – and you know who you are – share your happiness with others.

For those of you who have faced an obstacle and failed in your first attempt – and you know who you are – try, and try again.

For those of you who continue to doubt your value as a person or as a professional – and you know who you are – get up, get dressed and get going.

And finally, to Chief Justice Jean Hofer Toal, who retires tomorrow, thank you for your service, your leadership and your encouragement. In no small way, your success has raised the profile of every woman lawyer in this State. On behalf of SCWLA, we salute you at what may seem to be the end and wait, with anxious expectation, for what really is only the beginning.

After all, the world is round . . . .

Sincerely,

Marguerite S. Willis

# **EXHIBIT 9**



# Building Resilience

**Sarah Campbell Fowler, MAPP**

---



# Agenda

- Defining resilience
- SCWLA survey results
- Resilience skills
  - Reframing by Avoiding Thinking Traps
  - Rejuvenation
  - Find the Good Things
- Wrap up and next steps

**What words come to mind  
when you hear  
*RESILIENCE?***

## **Definition of Resilience**

*Resilience is the ability to **learn** from setback  
and failure and **grow and thrive** in the face of  
challenge and adversity*

## Some Quotes on Resilience

**More than education, more than experience, more than training, a person's level of resilience will determine who succeeds and who fails. That's true in the cancer ward, it's true in the Olympics, and it's true in the boardroom.**

*(Harvard Business Review)*

**We have to be willing to fail, to be wrong, to start over again with lessons learned.**

*(Angela Duckworth)*

**Whether you think you can, or you think you can't - you're right.**

*(Henry Ford)*

**It is not the strongest of the species that survives, nor the most intelligent that survives.**

**It is the one that is most adaptable to change.**

*(Charles Darwin)*

**The green reed which bends in the wind is stronger than the mighty oak which breaks in a storm.**

*(Confucius)*

# Resilience Myths and Facts

<b>Resilience Myth</b>	<b>Resilience Fact</b>
Always act fast, don't need breaks	Know when to slow down, rejuvenation is key
About the individual	About individuals and relationships
Must handle everything alone	Asking for help is resilient
Never show emotion	Regulate emotion
Accomplish superhuman feats	Bounce back
Always fully composed	Not always pretty
Have it or you don't	Everyone can develop it
It's a destination	It's a process

## **Resilient People...**

- Think flexibly, accurately, and thoroughly
- Turn challenges into opportunities
- Learn from adversity and failure
- Are prepared for challenging situations
- Develop and maintain positive relationships





# SCWLA Resiliency Survey Results



## Survey Results

- 75 members took the survey
- The three areas where, on average, members rate themselves as **most effective** are:
  - Working as part of a team
  - Leadership responsibilities
  - Interactions with supervisors
- The three areas where, on average, members rate themselves as **least effective** are:
  - Physical fitness pressures
  - Uncertainty/ambiguity about the future
  - Failure



## **What does this tell us?**

- **Members have confidence in their social and leadership skills and their ability to form strong relationships**
- **Members may have more challenges with...**
  - **prioritizing physical health, especially when overworked**
  - **living in the unknown**
  - **a fear of failure**

## Protective Factors

- You can enhance your resilience and effectiveness by using skills that build some of the following protective factors:
  1. **Self-awareness** – Understand your thoughts, emotions, and behaviors; Notice patterns in your thoughts and reactions to those thoughts
  2. **Self-control** – Manage your impulses, emotions, and reactions; Express emotions in a way that is productive and appropriate
  3. **Open Mindset** – Think flexibly, accurately, and thoroughly; Understand other perspectives; Problem solve effectively
  4. **Optimism** – Notice the positive, avoid the negativity bias; Determine what is controllable and take action; Learn and grow from adversity and failure
  5. **Positive Relationships** – Maintain a strong support system; Build empathy; Ask for help; Use effective and positive communication

## The 3 “R”s of Resilience for SCWLA

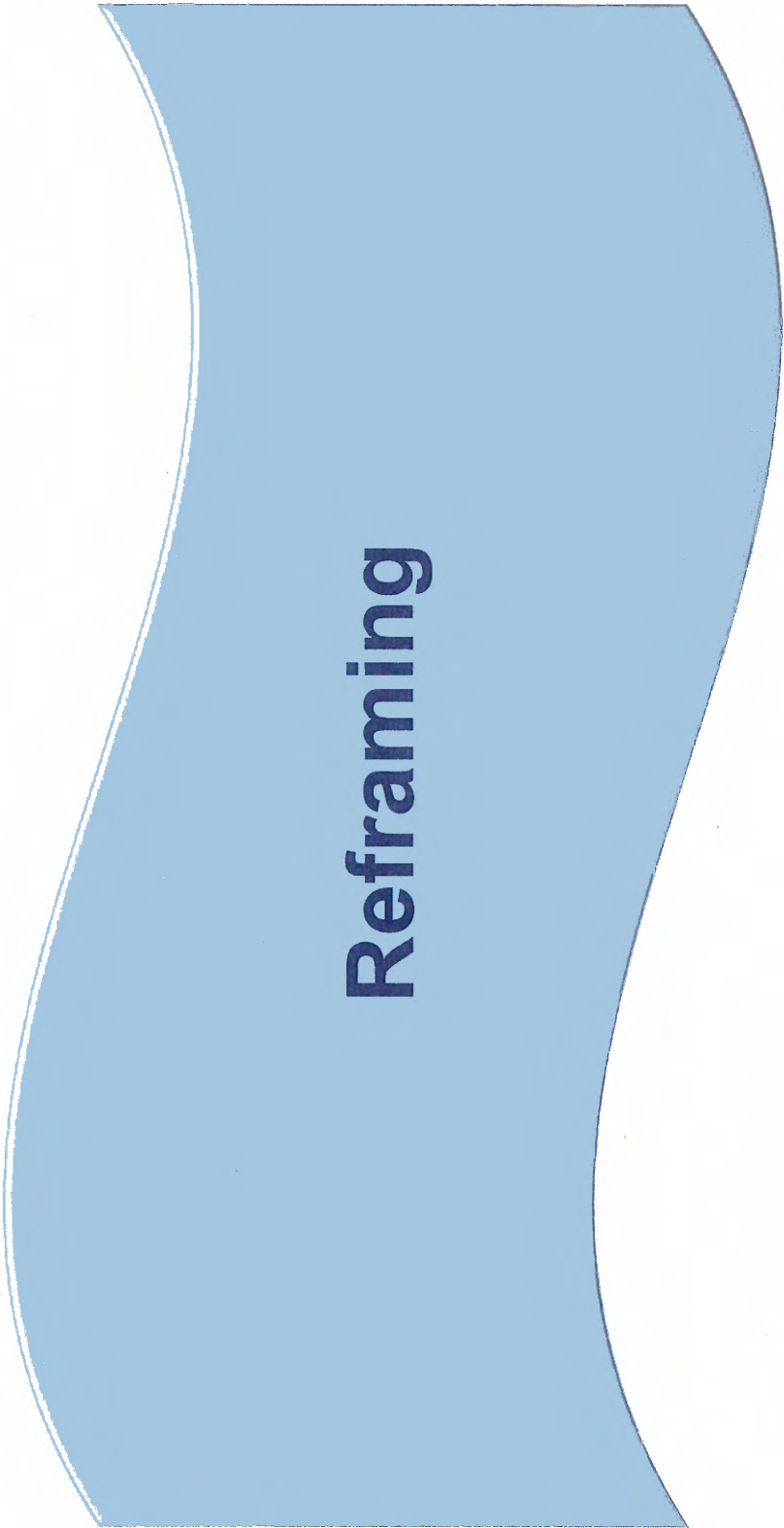
- **Reframing** – track your thinking and shift your perspective to see situations more accurately and optimistically
- **Rejuvenation** – tend to your resilience by taking care of yourself and refueling your energy so you can maintain your self-control and self-awareness
- **Relationships** – maintain strong, supportive, and positive relationships



# Resilience Skills



**Skill #1**



**Reframing**

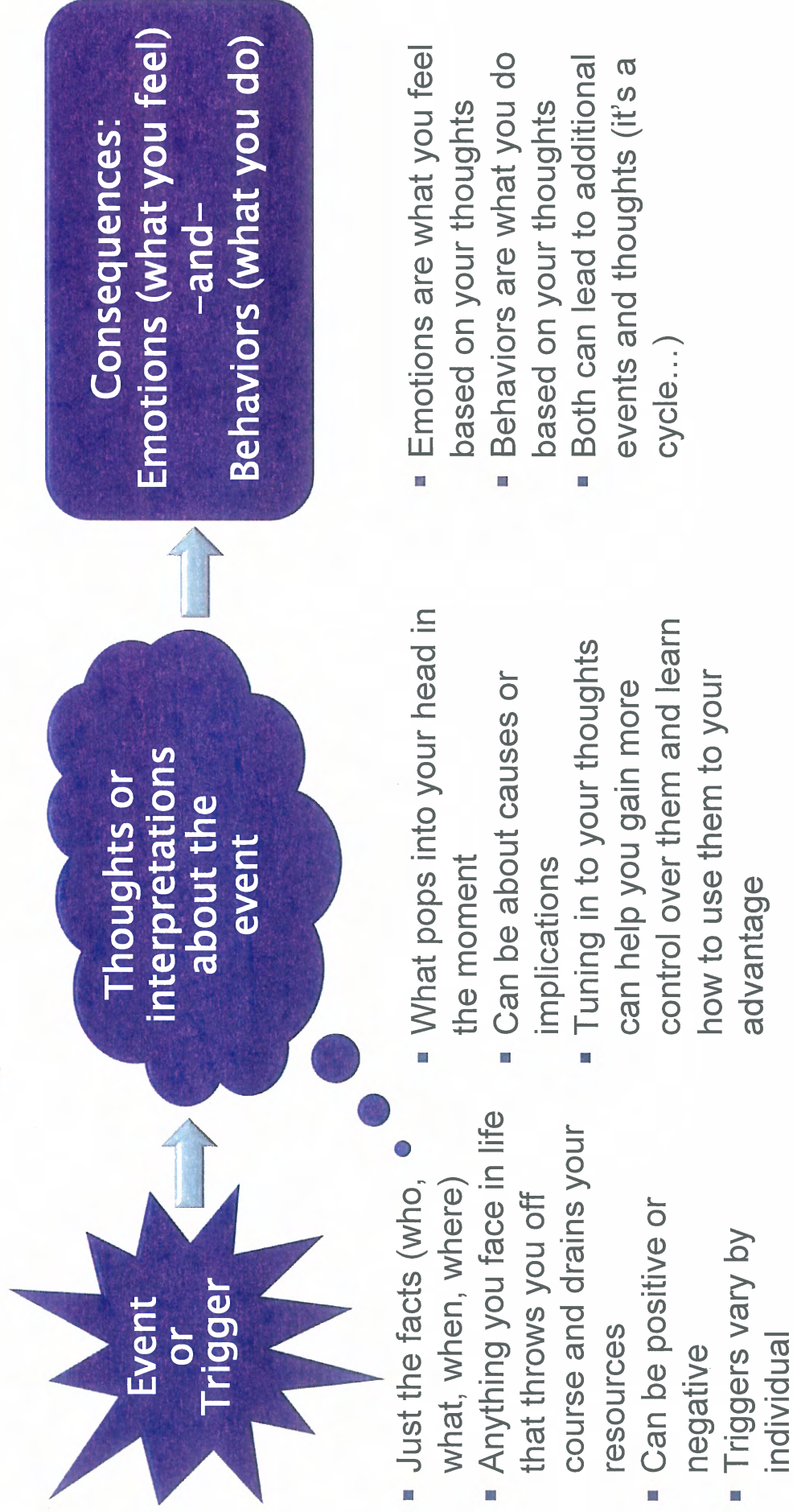
# **Reframe by Avoiding Thinking Traps**

(Based on work by Karen Reivich, PhD)

- Based on the Cognitive Behavioral model – thoughts about an event drive our emotional and behavioral consequences
- Thinking Traps are shortcuts in our thinking that cause us to miss critical information
- Avoiding Thinking Traps helps build self-awareness, self-control, and open mindset

# The Cognitive Behavioral Model

(Based on work by Albert Ellis, PhD)



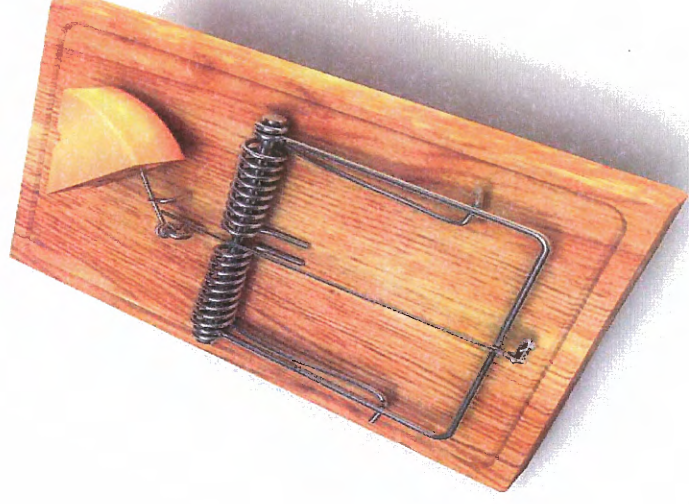
## Thinking Traps

- When resources are low and we are triggered, it is often natural for our brains to take shortcuts - this causes us to fall into **Thinking Traps**
- Avoiding thinking traps gives us a way to **identify recurring patterns of errors in thinking** and identify the non-resilient consequences they cause
- The goal is to get as accurate as possible with our thoughts so we can more effectively **problem solve**



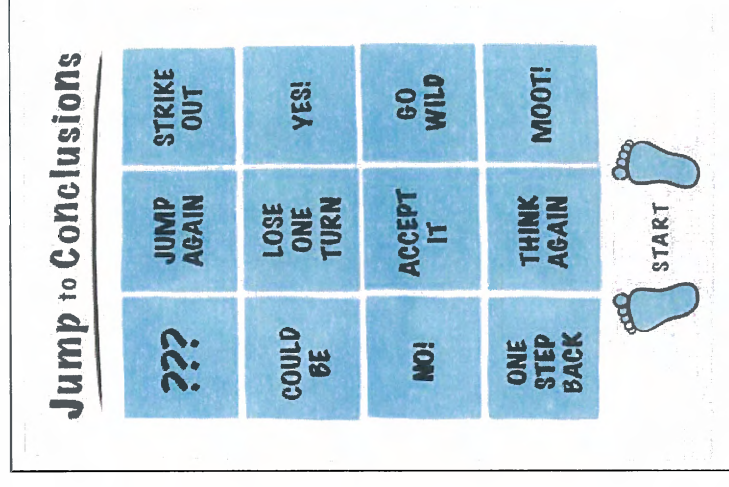
## 5 Common Thinking Traps

1. Jumping to Conclusions
2. Mind Reading
3. Personalizing
4. Externalizing
5. Overgeneralization



# 1. Jumping to Conclusions (Ready, Fire, Aim)

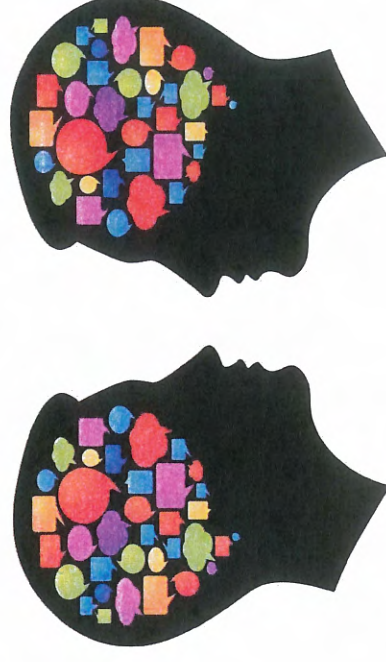
- **Example:** You're on a team project, and notice that some of the team members are not meeting deadlines. You think, "They aren't committed to this project, and I have to do everything around here or I'll be the one to get called out."
- Respond impulsively because you act before you have full information (*certainty without evidence*)



**REFRAME:** Slow down. What is the evidence?

## 2. Mind Reading (The Magician)

- **Example:** You're feeling overworked and overwhelmed. You think, "My boss thinks I should be able to deal with it, but she should know that all of this is too much for one person to handle. And she should know that I also have all that stuff going on at home..."
- We think we know what others are thinking and/or believe others should know what we are thinking (*common in close relationships*).



**REFRAME:** Speak up. Did I express myself? Did I ask for information?

### 3. Personalizing (Me, Me, Me)

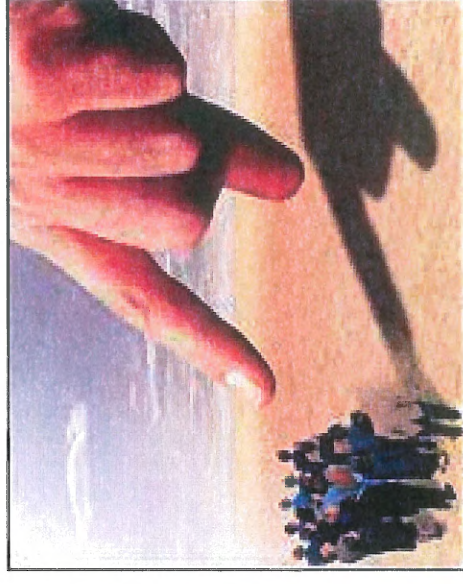


- **Example:** Your boss says at a meeting that the team is falling behind on a couple of projects. You think, “This is all my fault. Everything would be going better if I put in more hours and had more skills. I’m not a quick enough learner.”
- Attributing the causes of problems solely to one’s own doing (“*It’s all my fault!*”)

**REFRAME:** Look outward. How did others or circumstances contribute?

## 4. Externalizing (Them, Them, Them)

- **Example:** Your boss tells you that you will be taking on a few additional responsibilities. You think, “Everything always falls on me, and if I don’t handle it no one else will. Am I the only one who cares about our mission and knows the value of hard work around here?”
- Attributing the causes of problems solely to someone or something else (*victim mentality*)



**REFRAME:** Look inward. How did I contribute?

## 5. Overgeneralizing (Always and Everything)

- **Example:** You receive some constructive feedback during your annual review. You think, “I’m such a failure. I never do anything right. I might as well just give up trying.”
- Believing that negative events are unchangeable, they are going to effect every area of your life, and you have no control over them (*“This bad thing is going to be around forever, it’s going to affect every area of my life, and there is nothing I can do about it.”*)

**REFRAME:** Narrow it down. What part can you control or influence?

## **Patterns Matter**

- Imagine I have a habit of externalizing...



**Skill #2**



**Rejuvenation**



## **Why rejuvenate?**

- We need time to recover so we can break the stress cycle
  - Chronic stress takes its toll on our body's ability to resist infection, maintain vital functions, and avoid injury
  - Sleep and digestion become more difficult
  - We become more depressed, anxious, and irritable
  - Memory retention worsens and decision-making ability is impaired
  
- Rejuvenation strategies increase:
  - Creativity
  - Attention/concentration
  - Positive emotion
  - Energy
  - Motivation/productivity
  - **RESILIENCE**

## **What IS rejuvenation?**

- Not just about big Rejuvenation, small/short strategies help (What would you do to rejuvenate if you had 2 minutes, 2 hours, 2 days, 2 weeks...)
- Rejuvenation includes many positive emotions (e.g., humor, joy, gratitude, awe...), not just relaxation
- Helpful to practice more than one strategy
- Rejuvenate regularly, not just when your energy is low
- Our beliefs/values can help and/or hinder our ability to rejuvenate (may need to reframe them!)

# The Benefits of Positive Emotions

(Based on work by Barbara Fredrickson, PhD)

- Broaden and build your psychological repertoire
- Increase creativity
- Enhance problem solving abilities
- Undo the negative effects of “negative” emotions (reset heart rate back to neutral)
- Provide a psychological buffer against “negative” emotions in the future
- Are contagious and lead to increased bonding in relationships



***Skill #3***



**Find the Good Things**

# Find the Good Things: Focus on the Positive

- Builds optimism and positive emotions (e.g., gratitude, awe, love)
- Mitigates the tendency for bad to outweigh good in cognitive processing
- Leads to:
  - Better health, better sleep, feeling calm
  - Lower depression and greater life satisfaction
  - Enhanced performance
  - Stronger relationships
  - Paying it forward

# Good Things Journal: A Fun Way to Focus on the Positive

- Record three good things each day. Next to each positive event that you list, write a reflection about:
  - Why this good thing happened
  - What this good thing means to you
  - What you can do tomorrow to enable more of this good thing
  - What ways you or others contributed to this good thing
- To get the full benefit, record three good things and reflections each day for at least two weeks
- *Start a habit by creating a Good Things Journal!*

### Next steps...

- Remind yourself to reframe your thinking to maintain an optimistic outlook
- Set rejuvenation goals (start small!)
- Keep a gratitude journal, get a gratitude buddy
- Consider hiring a coach to help with goal-setting and accountability

## A Coaching Testimonial

*“I really had no idea how or if she could help me, but she has asked me to think critically and answer important questions that I would have never asked myself. She made me acknowledge my biggest fears which allowed me to free myself from those fears and have the resilience to navigate confidently towards the next chapter of my life. I will always be grateful for her guidance and expertise!”*

*- Jennifer Howe, SCWLA Member*



**Thank you!**

Sarah Campbell Fowler, MAPP

[sarah@sarahcfowler.com](mailto:sarah@sarahcfowler.com)

267-981-6910