In Memoriam

The Center for the Advancement of Leadership Skills commemorates the lives of two individuals who not only made lasting impressions on the program through their participation in CALS, but also significantly touched the lives of others.

The CALS program recently lost one of its most revered faculty members, Mr. Arch Lustberg. Mr. Lustberg, an author and trailblazer in the field of effective communication, passed away on February 8, 2013.

Mr. Lustberg presented on communication skills for the 2007-2010 CALS programs. He also was a tenured faculty member for the Henry Toll Fellowship program, The Council of State Governments’ national leadership program. Mr. Lustberg was a wonderful communications coach, full of insight and dynamic in his delivery. Many of the CALS alumni that were fortunate enough to participate in his sessions have remarked that it was one of the highlights of the CALS program.

Mr. Lustberg raised the bar on the caliber of presenters that would be affiliated with the CALS program. He was a great friend to the SLC and CSG and it was an honor to have worked with him.

Our thoughts and prayers go out to his family and friends.

Representative Jessica Sibley Upshaw, a member of the 2007 CALS class, passed away on March 24, 2013. Representative Upshaw was born in Meridian, Mississippi, and earned her bachelor of business administration and juris doctorate degrees from the University of Mississippi.

In 2004, Ms. Upshaw was elected to the Mississippi House of Representatives where she held several committee assignments and leadership positions, including chair of the House Conservation and Water Resources Committee.

Members have commented on Representative Upshaw’s remarkable ability to read extremely fast, allowing her to speed through wordy legislation and break down the details in minutes. She was a leader in the Mississippi Gulf Coast’s recovery from both Hurricane Katrina and the BP Oil Spill.

Representative Upshaw will be remembered for her integrity, her compassion and her dedication to her constituents.

2013 Center for the Advancement of Leadership Skills

The Southern Legislative Conference of The Council of State Governments is recruiting emerging leaders to apply for the 2013 Center for the Advancement of Leadership Skills (CALS). In an effort to create consistency in response to the constantly changing landscape of leadership development, we are happy to announce that the University of Arkansas System, with the support of the Arkansas General Assembly, will serve as the long-term partner of the CALS program.

In addition to establishing a more permanent home for the CALS program, the SLC will begin accepting applications on an annual basis from all 15 member states, rather than on a rotating schedule.

The 2013 CALS program will be held October 30 to November 3. The SLC welcomes your recommendations for leaders who should be considered for the 2013 CALS class. Please send your endorsements to Lori Moore at lmoore@csg.org.
Leadership: An Ongoing Balancing Act  
by Art Dykstra

Being a leader requires balance. Effective leaders develop a sense of proportion that, once in place, internalizes itself as an intuitive sense of balance. Having such a standard of balance allows leaders to develop a manageable approach to such tensions as task accomplishment vs. interpersonal relationships, written communications vs. personal communications, group vs. individual meetings, and base pay increases vs. incentive compensation. Likewise, successful leaders know when to use stories and when to use numbers, when to use poetry and when to use science.

Developing such a balance does not necessarily come easily or quickly. It does require a sense of mindfulness, of knowing the context and of being aware of new possibilities. Maintaining the balance also requires patience and perseverance, and the ability to set aside the ever present feeling of urgency.

Leaders work consistently to maintain the balance over many varied dimensions. One area of leadership concern that, while being of utmost importance is frequently out of balance, pertains to the priority of time. “Never let the needs of the present prevent opportunities of the future,” were words of wisdom passed along to me many years ago by a close friend and mentor.

To practice and master such advice is no easy matter. For most of us who are leaders, the well-intended planning activities designed to enable us to think ahead are abandoned shortly after arriving at the office. Accidents, incidents and unforeseen events all conspire together to lock us into the present. We confuse ourselves into thinking that unless everything is being dealt with, nothing is being dealt with. So we hurry and worry and go home tired and defeated. And the next day it happens to us again, the next week and the next month and the next year. Knowing about something (i.e., never let the needs of present prevent opportunities of the future) and doing something about it are not the same thing.

Anticipating and planning for the future requires us to extract ourselves from the addiction of urgency and to make a deliberate and conscious decision to concern ourselves and key staff with the future—every day. Such a decision requires the discipline to establish thinking ahead activities as a matter of daily routine.

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Art Dykstra is the president / executive director of Trinity Services, Inc. He earned a master's degree in Clinical Psychology from Bradley University in Illinois. He has also taught at the undergraduate and graduate level, designing such courses as "Human Services Administration," "Clinical Administration," "Psychological Testing," "Management for Non-Profit Organizations" and "Executive Leadership" at Indiana University, Roosevelt University, Northern Illinois, and Northeastern Illinois University. He has written numerous articles for Perdido, the quarterly magazine on leadership which he founded and edits. For more information on Trinity Services, Inc. and Perdido, please visit: http://www.trinity-services.org/ and http://www.perdidotmagazine.com/.
### Alumni Accolades

**Class of 2008**

- **Senator Jack Johnson** was recognized by the National Federation of Independent Business, Tennessee’s leading small business association, with its prestigious **Guardian of Small Business** award for his stellar leadership on key reform efforts.

- **Senator Arthur Orr** was honored by the Economic Development Association of Alabama as its **Legislator of the Year**.

- **U.S. Representative Tim Scott** of South Carolina was appointed by Governor Nikki Haley to the U.S. Senate seat vacated by former Representative Jim DeMint.

**Class of 2009**

- **Representative Justin Burr** was named the chair of Appropriations for the North Carolina House of Representatives by Speaker Thom Tillis (CALS class of 2007).

- **Senator Jack Johnson** was recognized by the National Federation of Independent Business, Tennessee’s leading small business association, with its prestigious **Guardian of Small Business** award for his stellar leadership on key reform efforts.

- **Senator Arthur Orr** was honored by the Economic Development Association of Alabama as its **Legislator of the Year**.

- **U.S. Representative Tim Scott** of South Carolina was appointed by Governor Nikki Haley to the U.S. Senate seat vacated by former Representative Jim DeMint.

**Class of 2011**

- **Senator Ken Yager** recently was recognized by the Tennessee Sheriffs’ Association for his public safety efforts, particularly in helping to alleviate county jail overcrowding. Senator Yager received the **Outstanding Initiative** award at the group’s winter Expo held in Nashville.

- **Representative Sannie Overly** was elected Majority Caucus Chair of the Kentucky House of Representatives.

- **Senator Jim Tracy** has been recognized by the Development Districts Association in Tennessee for legislative achievements benefiting the people of the 14th Senatorial District. He also has received the **Housing Hero** award from Tennessee homebuilders for his efforts to bring affordable housing to citizens across the state.

- **Representative Darrin Williams** of Arkansas was named Speaker Pro Tem of the 89th General Assembly and was elected to the board of directors for the State Legislative Leaders Foundation.

- **Judge David Bragg** was selected as the presiding judge of the Drug Court and DUI Court of Rutherford County, Tennessee.

- **Kela Thomas**, director of the South Carolina Department of Probation, Parole and Pardon Services, and a former Helen Sheffield Girl of Distinction, was honored at the Sunlight Club Women’s History program. The club is affiliated with the National Federation of Women’s and Youth Clubs.
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<tr>
<th>Date</th>
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<tr>
<td>May 30, 2013</td>
<td><strong>Aging Inmate Webinar</strong>&lt;br&gt;The Southern Legislative Conference will host a complimentary webinar on Thursday, May 30, from 2-3 pm EST. Participation is free; visit <a href="http://www.slcatlanta.org">www.slcatlanta.org</a> for more details.</td>
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<td>May 31, 2013</td>
<td><strong>STAR Program</strong>&lt;br&gt;The Southern Legislative Conference is seeking applications for its newly formed State Transformation in Action Recognition (STAR), the SLC adaptation of the CSG Innovations Awards Program, started in 1975 and recently transitioned to a regional level. The STAR program identifies and promotes innovative ideas and programs from the Southern region’s best problem solvers: the states themselves. The SLC welcomes applications from a wide array of state agencies, departments, and institutions operating within the executive, legislative, and judicial governmental branches. Following a review process, finalists will be invited to present at the SLC annual meeting in Mobile, Alabama, July 30, 2013, and one exceptional program will be selected by a panel of experienced policy professionals as a model of efficiency and effectiveness in state governments in the Southern region. Finalists will be notified of their selection by June 17, 2013.</td>
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<td>June 14, 2013</td>
<td><strong>Transportation Webinar</strong>&lt;br&gt;The Southern Legislative Conference will host a complimentary webinar on Friday, June 14, from 2-3 pm EST. Participation is free; visit <a href="http://www.slcatlanta.org">www.slcatlanta.org</a> for more details.</td>
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<td>July 27-31, 2013</td>
<td><strong>The 67th Annual Meeting of Southern Legislative Conference will be hosted by the great state of Alabama.</strong></td>
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<td>July 28, 2013</td>
<td><strong>CALS Alumni Reception</strong>&lt;br&gt;Come and meet your fellow CALS alumni at the Center for Leadership Skills Center reception during the 67th SLC Annual Meeting!</td>
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