Now accepting applications for the Class of 2020
from elected and appointed executive, legislative and judicial state officials

The Governmental Leadership Program of the Southern Office of The Council of State Governments

Alabama • Arkansas • Florida • Georgia • Kentucky • Louisiana • Mississippi • Missouri
North Carolina • Oklahoma • South Carolina • Tennessee • Texas • Virginia • West Virginia

Convening October 3-7, 2020, in Little Rock, Arkansas, and the nearby Winthrop Rockefeller Institute on Petit Jean Mountain
CALS is a leadership development program—not a conference—that provides a unique opportunity to hone your leadership skills.

An exclusive four-day program with a full agenda

Selected state officials will convene on Saturday, October 3, and depart the morning of Wednesday, October 7. Participants are expected to attend all sessions and engage with classmates and presenters.

A time to learn from others

CALS is organized by the Southern Legislative Conference of The Council of State Governments, a nonpartisan organization promoting intergovernmental cooperation among its 15 member states. In that spirit, the program brings together Southern state officials from three branches of government in a strictly nonpartisan environment. The class size is capped at 25 maximum state officials to foster connections among classmates.

A step to becoming a stronger state leader

Through activities and instruction focusing on the program’s four central components—communication, conflict resolution, consensus building and critical decision making—CALS scholars have an opportunity to reinforce and refine these crucial skills. Completion of the program ultimately helps provide the public with highly skilled, educated and confident state leaders.

A deep dive without distractions

For the majority of the program, participants will be hosted atop Petit Jean Mountain at the Winthrop Rockefeller Institute. This one-of-a-kind facility, once the estate and cattle farm of former Arkansas Governor Winthrop Rockefeller, has been transformed into a gathering place for leaders around the region. The final day of the program is held at the historic Capital Hotel in the heart of Little Rock.
HOW TO APPLY

Only elected or appointed state officials will be considered for the 2020 CALS program. Candidates must submit:

» An application form
» A cover letter, addressed to Colleen Cousineau, Director, expressing why the candidate should be considered for the CALS program
» Two letters of recommendation from state government colleagues For legislative applicants, a letter of recommendation from your chamber or caucus leader is encouraged.
» A written biographical summary, limited to 150 words or fewer
» Answers to both of the following application questions, limited to 150 words or fewer per question:
   1. What is the public perception in your state of the government branch where you serve? And, what have you done or can you do to improve or maintain it?
   2. When you leave state government, what would you like your personal legacy to be?

The deadline to apply is June 30, 2020. Visit slcatlanta.org/CALS for an online application or use the application page of this brochure to mail in your materials.

Please keep a copy of your completed application for your files.

PLEASE NOTE

» Because of the nature of the program and the importance of interaction among classmates, participating state officials must commit to attend the program in its entirety. CALS is a classroom experience, not a conference.
» Attendance at all CALS events is limited to selected state officials. Spouses, guests and children are not permitted to attend or accompany participants to the program.
» You will be notified that your application has been received and if any information is missing.
» All application components must be received by June 30, 2020.
» Applications will be reviewed beginning in July 2020. Applicants will be notified in September regarding their status.
## 2020 Center for the Advancement of Leadership Skills

### PROGRAM OVERVIEW

<table>
<thead>
<tr>
<th></th>
<th>Saturday, October 3</th>
<th>Sunday, October 4</th>
<th>Monday, October 5</th>
<th>Tuesday, October 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>MORNING</td>
<td></td>
<td>Programming</td>
<td></td>
<td>Travel to Little Rock</td>
</tr>
<tr>
<td>AFTERNOON</td>
<td>Arrivals to Little Rock and travel to Winthrop Rockefeller Institute</td>
<td>Programming</td>
<td>Programming</td>
<td>Programming</td>
</tr>
<tr>
<td>EVENING</td>
<td>Welcome Dinner</td>
<td>Dinner and Networking</td>
<td>Dinner and Networking</td>
<td>Dinner and Closing Address</td>
</tr>
</tbody>
</table>

**Wednesday, October 7**

- Day Reserved Solely for Return Travel

### WHY CALS?

CALS embodies the Southern Legislative Conference of The Council of State Governments’ mission of championing excellence in state government and providing nonpartisan forums for state officials who might rarely cross paths to share ideas. In addition to developing and enhancing leadership skills, the program provides participants a unique opportunity to foster connections, engage in conversations and take part in sessions designed to explore individual boundaries and perceptions.

### WHO’S ELIGIBLE?

New and mid-career state elected or appointed executive, legislative and judicial branch officials serving in Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, Missouri, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia and West Virginia.

### WHAT’S THE COST?

Full scholarships are provided to those selected, covering the cost of tuition, travel, lodging and meals.

### WHERE CAN I LEARN MORE?

Visit [sclatlanta.org/CALS](http://sclatlanta.org/CALS) to learn more about the program and its history and to view the online application. For specific inquiries, please call (404) 633-1866 or email [cals@csg.org](mailto:cals@csg.org).

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### SESSION TOPICS FROM RECENT PROGRAMS HAVE INCLUDED:

- Communication styles and group dynamics
- Leadership across generations, from Boomers to Millennials
- Creating a culture of integrity and excellence
- Managing conflict in high-stakes conversations
- Media training and crafting your message
- Balancing focus between tasks and relationships
APPLICATION INFORMATION

Name: ________________________________

Title: ________________________________

First year in office: ___________ Branch of government:  □ legislative  □ judicial  □ executive/state agency

Preferred mailing address (July - November): ____________________________________________________________

Home address (if different): ________________________________________________________________

Office phone: ___________________________ Cell phone: ________________________________

Preferred email address: ________________________________

APPLICATION CHECKLIST: DUE BY JUNE 30

Only elected or appointed state officials will be considered for the 2020 CALS program. Candidates must submit:

☐ An application form
☐ A cover letter, addressed to Colleen Cousineau, Director, expressing why the candidate should be considered for the CALS program
☐ Two letters of recommendation from state government colleagues or leadership

*For legislative applicants, a letter of recommendation from your chamber or caucus leader is encouraged.*

☐ A written biographical summary, limited to 150 words or fewer
☐ Answers to both of the following application questions, limited to 150 words or fewer per question:
   1. What is the public perception in your state of the government branch where you serve?
      And, what have you done or can you do to improve or maintain it?
   2. When you leave state government, what would you like your personal legacy to be?

HOW TO APPLY

MAIL  |  Center for the Advancement of Leadership Skills
      | Southern Legislative Conference
      | P.O. Box 98129
      | Atlanta, Georgia 30359

ONLINE  |  slcatlanta.org/CALS

EMAIL  |  cals@csg.org

All application components must be received by June 30, 2020. Please keep a copy of your completed application for your files.
Founded in 1933, The Council of State Governments (CSG) is our nation’s only organization serving all three branches of state government. CSG is a region-based forum that fosters the exchange of insights and ideas to help state officials shape public policy. This offers unparalleled regional, national and international opportunities to network, develop leaders, collaborate and create problem-solving partnerships.

Opened in 1959 as the final regional office of CSG, the mission of the Southern Office is to promote and strengthen intergovernmental cooperation among its 15-member states, predominantly through the programs and services provided by its Southern Legislative Conference (SLC). Legislative leadership, members and staff depend on the SLC to identify and analyze solutions for the most prevalent and unique state government policy issues facing Southern states. Member outreach in state capitols, leadership development and staff exchange programs, meetings, domestic and international delegation study tours, and policy fly-ins by the Southern Office support state policymakers and legislative staff in their work to build a stronger region.

Established in 1947, the SLC is a member-driven organization and serves as the premier public policy forum for Southern state legislatures. The SLC Annual Meeting and a broad array of similarly well-established and successful SLC programs — focusing on both existing and emerging state government innovations and solutions — provide policymakers diverse opportunities to interact with policy experts and share their knowledge with colleagues.