NOW ACCEPTING APPLICATIONS FOR THE CLASS OF 2022 FROM ELECTED AND APPOINTED EXECUTIVE, LEGISLATIVE, AND JUDICIAL STATE OFFICIALS

FULL SCHOLARSHIPS ARE AWARDED TO SELECTED APPLICANTS, COVERING THE COST OF TUITION, TRAVEL, LODGING, AND MEALS.
THE CENTER FOR THE ADVANCEMENT OF LEADERSHIP SKILLS* (CALS) program is for current elected or appointed members of state legislatures, judicial, and executive branches primarily in the early-to-mid stages of their government careers. The five-day workshop event takes selected CALS scholars through activities and instruction focusing on the program’s four central components—communication, conflict resolution, consensus building, and critical decision making. It’s a must-do for any state professional looking to reinforce and refine these crucial skills.

WHY CALS?
CALS embodies CSG South’s 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.

A TIME TO LEARN FROM OTHERS
CALS is organized by The Council of State Governments Southern Office, a nonpartisan organization promoting intergovernmental cooperation among its 15 member states. In that spirit, the program brings together Southern state officials from all three branches of government in a nonpartisan, collegial environment. To foster connections among classmates, the class size is capped at 30 participants.

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 current elected or appointed state officials will be considered for the 2022 CALS program. CANDIDATES MUST SUBMIT THE FOLLOWING BY JULY 27, 2022:

- An online application form available at [csgsouth.org/leadership-development/cals](http://csgsouth.org/leadership-development/cals)
- A cover letter, addressed to Lindsey Gray, Director, stating the reasons you are interested in applying to CALS
- Two letters of recommendation from state government colleagues or CALS alumni
- A written biographical summary, limited to 150 words or fewer
- Answers to two application questions, limited to 150 words or fewer per question
- Current resume
- Current headshot

**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. 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.

## For More Information

Visit [csgsouth.org/leadership-development/cals](http://csgsouth.org/leadership-development/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).

## Apply by July 27, 2022

Submit your application online [csgsouth.org/leadership-development/cals](http://csgsouth.org/leadership-development/cals)

APPLICANTS WILL BE NOTIFIED IN EARLY SEPTEMBER REGARDING THE STATUS OF THEIR APPLICATION.
ESTABLISHED IN 1947, THE COUNCIL OF STATE GOVERNMENTS SOUTHERN OFFICE (CSG SOUTH) is a nonprofit, nonpartisan organization that exists to support members in all three branches of state government. At CSG South we act as an extension of state government, fostering the exchange of insights and ideas to help state officials shape public policy and create problem-solving partnerships.

The mission of CSG South is to promote and strengthen intergovernmental cooperation among its 15 member states: Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, Missouri, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, and West Virginia. Predominantly, this is achieved through the ongoing work of CSG South’s six standing committees and supporting groups.

Legislative leadership, members, and staff depend on CSG South to identify and analyze solutions for the most prevalent and unique policy issues facing Southern state governments. We facilitate outreach in state capitols, leadership development, staff exchange programs, domestic and international policy delegations, and other efforts to support state policymakers and legislative staff in their work to build stronger, more successful states.

The Southern Legislative Conference (SLC) is the largest regional gathering of legislative members and staff. SLC boasts an array of well-established programs—focusing on both existing and emerging state government innovations and solutions—providing policymakers diverse opportunities to interact with policy experts and share their knowledge with colleagues.