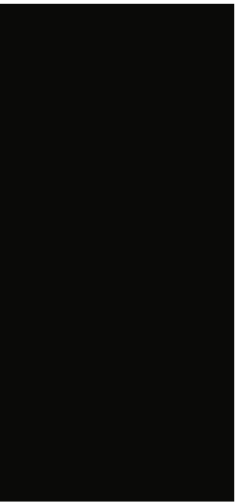




TOLL FELLOWS

BUILDING LEADERS





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Who was Henry Toll?

The Toll Fellowship Program is named in honor of Henry Wolcott Toll, founding father of The Council of State Governments and a Colorado state senator from 1922 until 1930. Toll, a Denver native and a Harvard educated lawyer, practiced law in Denver and served in World War I. In the Colorado Legislature, he sponsored legislation to establish the first Legislative Reference Office. To improve state legislative conditions across the country, Toll founded the National Association of State Legislators in 1925. He compiled the first list of all the legislators in the nation and invited them to join the fledgling association he founded in Chicago in 1930. His association convened the first assembly of state legislators from numerous states in 1933 to resolve tax conflicts among states. In 1933, the association adopted articles of organization, forming CSG. Toll directed CSG until 1938 and continued to be active in civic affairs, receiving honors from many organizations. He remained CSG's honorary president until his death in 1975. Henry Toll—a tireless visionary, an innovative champion of state government, a courageous opponent of racism, and a spirited statesman—was, in other words, a leader.





What is the Henry Toll Program?

The Toll Fellowship program was founded in 1986 on the premise that if states are to meet tomorrow's challenges, they must prepare for them today. The program serves to equip talented state policymakers with the skills and strategies to meet the challenges ahead. Each year's class of the top 40 emerging state leaders represents all three branches of government. Although members come from a variety of diverse backgrounds, they share the common goal of improving state governments as well as their personal effectiveness as public servants.

What Does the Program Include?

The Toll Fellowship Program will convene in Lexington, Ky., the location of CSG National Headquarters. Participants are treated to a five-night, six-day stay—meals and program fees included. Participants are responsible only for their transportation to and from Lexington. The schedule includes a lineup of dynamic speakers, leadership training, and countless opportunities for networking and relationship building. Session topics include: Media & Communications Training, Leadership Profiles and State Governance Transformation. In a sense, the program is an "intellectual boot camp" for participants to gain valuable insights and perspectives not readily available in the course of everyday public service.

Who Should Apply?

Promising leaders from all areas of state government who are looking for the opportunity to improved their leadership skills and gain a greater understanding of the challenges of public service should apply for the nationally recognized program. Participants are selected competitively, based on leadership potential and accomplishments to date. Forty applicants are selected, ten from each of the four CSG regions. You may be considered for the program by completing the application available online at www.csg.org, keyword "Tolls."

How is the Program Funded?

The Kentucky Legislative Research Commission is the single largest contributor to the Henry Toll Fellowship Program. Private sector corporations, most of whom are CSG Associates, also contribute generously to support the program.

Application Information

<http://www.csg.org/leadership/tollfellows/application.aspx>

If you have any questions concerning the application process or need additional information please contact Krista Rinehart, Toll Fellows Program Manager, at (859) 244-8249 or krinehart@csg.org.

AGENDA HIGHLIGHTS

Please note: Agenda items may vary slightly from year to year.

Effective Political Communication Techniques

An annual favorite—In this session nationally renowned communications expert Arch Lustberg teaches Tolls how to communicate effectively. Lustberg's no-nonsense style is both entertaining and highly educational. His methods for addressing an audience, the press corps or a constituent will leave every Toll with the tools needed to master the art of delivering a message. In a world where a leader's every move is watched and dissected, Mr. Lustberg highlights how the smallest reflexes and facial expressions can make a huge impact on the impressions we make. Year in and year out this session ranks as a class favorite. Even those who have seen Arch before at one of CSG's regional programs find his lessons are worth repeating.

State Governance Transformation

In its continued efforts to provide state government leaders with the tools to lead effectively, CSG has recently undertaken an examination of state government – where it is now and where it needs to go in the future. This session highlights our State Governance Transformation initiative by exploring some of the challenges states are seeking to address. How can state government more effectively and efficiently address society's problems? How can we move from the silos of traditional policy sectors to a more cross-cutting and holistic approach to problem solving and policy creation? In addition to sharing our efforts so far, this session will provide an opportunity for Tolls to discuss these issues and challenges in a small group setting with peers from across the country and other branches of government.

Personal Leadership Profile

Michael King uses the familiar DISC personality profiling system to open a discussion of personality and leadership types. King takes the four category personality test to the next level exploring how each personality type interacts with each other in a professional and leadership setting to explore how each Toll can identify his/her leadership style. He helps Tolls identify their own strengths and weaknesses while helping them identify traits of the other personality types in order to better lead and work with other leadership personalities.

Ropes Challenge Course

This session takes Tolls out of the "classroom" for a day of self-exploration, growth and teambuilding on the Asbury College Challenge Course. The day is divided between low and high ropes activities. Tolls are encouraged to confront fears and unease about their personal limits in order to complete the day's activities. They will also learn the importance of support and teamwork as they help each other through the course.

Historical Leadership Roles

This session takes Tolls back in time to the founding of our country and the establishment of our government. A discussion between Thomas Jefferson and Alexander Hamilton reawakens the debate over how government can best serve the needs of its citizens while protecting our rights and freedoms. In today's society where the challenge of governing in a way that protects citizens from the world's dangers without infringing on the rights and freedoms that make America great is foremost on the minds of many leaders, this discussion offers a refreshing review of what it means to lead in a republican democracy.