Why is governing so much harder than campaigning? According to Western Legislative Academy faculty member Phil Boyle, it’s because you can campaign on single-value solutions to problems. But in the real world of public decision making, single-value solutions are rare. Once elected, legislators face complicated problems with as many as four core values that must be considered and integrated.

- **Community** is the “we” value that places the good of the whole at the center of policy decisions.
- **Liberty** is the “me” or individual dimension that says personal freedoms and responsibilities matter most in any solution.
- **Prosperity** is the value that says policies must be market-based to maximize economic gain and standard of living.
- **Equality** places fairness, justice and tolerance at the forefront of public policy.

Boyle, who is an expert in leadership and governance issues, used real-world Western legislative examples to demonstrate why political and value differences are essential when crafting good public policy.

From July 12-15, newer state legislators from around the West spent three days in classes such as Boyle’s in Colorado Springs, Colorado. Legislative “students” worked with national experts in communications, ethics, negotiations, time management, governance and legislative institutions. A highlight of the training was the half-day spent at the U.S. Air Force Academy engaged in personal style assessments and team building.

Each year in a highly competitive process, the Western Legislative Academy selects 39 state legislators in their first four years of service to participate in this intense professional development program delivered by the Council of State Governments-WEST. The two key goals of the Western Legislative Academy are:

1. To help lawmakers improve personal legislative skills and
2. To promote commitment to legislative institutions as pillars of representative democracy.

Since its creation in 2000, 412 Western state legislators have graduated from the WLA. Many Academy alumni have gone on to leadership positions in their chambers, in statewide offices and in Congress.

The 2011 Western Legislative Academy will take place October 3-6. Applications are due April 29 and may be found at www.csgwest.org. Call 916-553-4423 for more information.
When you get to know Drew Perkins, you’ll find a man without pretentions who’s not afraid to laugh at himself.

If you ask about his most embarrassing day at the state capitol, he tells about the time he presided over the Committee of the Whole. After a procedural vote killed a bill before the Senate, Perkins hesitated about what he was supposed to do next. So he turned to lawmakers in the chamber and said: “I don’t know the exact words here, but I think that sucker’s dead!” Colleagues never let Perkins forget the incident.

Elected to the Wyoming Senate in 2006, Perkins says his races are always tight. He came in a “close fifth” in his first race for county commissioner and won his Senate seat by 136 votes. Thanks to his mother Dorothy who served in the Wyoming House for 16 years, Perkins grew up fascinated by politics. For him, public service is a “calling.”

The Casper senator received his undergraduate degree from Brigham Young University and his law degree from the University of Wyoming. Perkins also earned a master’s degree in taxation and served as vice president of a Washington, D.C. high tech firm for ten years.

In the legislature, his policy mission is to create a good business climate while still protecting Wyoming’s unspoiled vistas and unparallel recreational opportunities. Transparency and openness in government are his passions.

Perkins said he benefitted from many classes at the Western Legislative Academy, but the most valuable take-away came from the session on “From Campaigning to Governing” (see front page story). That class reinforced his belief that negative campaigns and single issue solutions get in the way of finding common ground among complex interests. Wyoming lawmakers, he said, agree on 80 percent of the measures coming before them. Subject matter and geography are more divisive than party.

When not legislating in Cheyenne or working in his Casper law firm, Perkins likes to go boating, golfing and snow skiing. He and his wife Kristie enjoy their two grown children and enthusiastically await the birth of their first grandchild.

WLA Class of 2010

July 12-15 in Colorado Springs, Colorado

Front row (l to r): Michelle Kidani (HI Sen), Allison Copening (NV Sen), George Muñoz (NM Sen), Glenn Moniz (WY Rep), Scott Kawasaki (AK Rep), Sue Malek (MT Rep), Dean Mortimer (ID Sen), Terry Nealey (WA Rep), John M. Kefalas (CO Rep)

Second row: Marilyn Dondero Loop (NV Asmbr), Chuck Hunter (MT Rep), Tina Orwell (WA Rep), Kraig Powell (UT Rep), Evie Hudak (CO Sen), Dan Dockstader (WY Sen), Chuck Winder (ID Sen)

Third row: Lynne Pancrazi (AZ Rep), Bob Herron (AK Rep), Ellen Spiegel (NV Asmbr), F. Jay Seegmiller (UT Rep), Drew Perkins (WY Sen)

Fourth row: Faye Hanohano (HI Rep), Dan Liljenquist (UT Sen), Richard McArthur (NV Asmbr), Randi Becker (WA Sen), Matt Wingard (OR Rep), Bruce Tutvedt (MT Sen), Judy Warnick (WA Rep)

Fifth row (partial row that starts in the middle): Brickwood Galuteria (HI Sen), Scott Reichner (MT Rep), Bryce Edgmon (AK Rep)

Last row: Jeff Steinborn (NM Rep), Daniel Patterson (AZ Rep), Sander Rue (NM Sen), Stephen Hartgen (ID Rep), Tim Freeman (OR Rep), Chris Edwards (OR Sen), Jim Roscoe (WY Rep), Matt Heinz (AZ Rep)

A SPECIAL THANK YOU TO THE 2010 WLA SPONSORS

AT&T • BP America • Genentech • GlaxoSmithKline
Johnson & Johnson • MedImmune
Takeda Pharmaceuticals • Toyota

Allergan • Altria • Astellas Pharma • Bayer HealthCare • Chevron
Hewlett-Packard • Intermountain Rural Electric Association
Kelly Services • McLane Company • Reynolds American • Shell Oil
Arch Lustberg
Using video and humor, national media trainer Arch Lustberg worked with lawmakers on the importance of the “open face” and likeability to successful communications.

Danny Miller

Adam Schrager
Using a case study in media relations, Denver NBC affiliate reporter Adam Schrager helped lawmakers identify what’s news and how to make it.

Danny Miller

Alan Rosenthal
Rutgers University Professor Alan Rosenthal reminded lawmakers that one of their least glamorous, but most important duties is taking care of their legislative institutions.

Jack Marshall
With humor and “tough love,” ethicist Jack Marshall helped legislators find the “Secrets of Virtuous Lawmakers.”
Academy Faculty

Phil Boyle
Dr. Phil Boyle, president of Leading and Governing Associates, took legislators through real-life legislative exercises to demonstrate that conflict is the way the democratic process is designed to work.

Pam Vaccaro
Designs on Time President Pam Vaccaro helped lawmakers learn how to organize and prioritize their legislative lives when they are pulled in too many directions at once.

Gary Moncrief
Boise State University Professor and scholar Gary Moncrief reviewed how the statehouse had changed in the last 50 years and why it’s important to respect the legislatures where you serve.

Marcus Oshiro
Hawaii Rep. Marcus R. Oshiro presided over WLA 2010, keeping this high-energy class on time and on task.

Kent Briggs
CSG-WEST Executive Director Kent Briggs invited lawmakers to reach across state and party lines to collaborate on unique Western issues and become part of the Council of State Governments’ family.

David Landis
Master consensus builder and former Nebraska Senator David Landis worked with lawmakers on the best ways to find common ground in the legislative arena.

Phil Boyle
Dr. Phil Boyle, president of Leading and Governing Associates, took legislators through real-life legislative exercises to demonstrate that conflict is the way the democratic process is designed to work.

Pam Vaccaro
Designs on Time President Pam Vaccaro helped lawmakers learn how to organize and prioritize their legislative lives when they are pulled in too many directions at once.

Gary Moncrief
Boise State University Professor and scholar Gary Moncrief reviewed how the statehouse had changed in the last 50 years and why it’s important to respect the legislatures where you serve.

Marcus Oshiro
Hawaii Rep. Marcus R. Oshiro presided over WLA 2010, keeping this high-energy class on time and on task.

Kent Briggs
CSG-WEST Executive Director Kent Briggs invited lawmakers to reach across state and party lines to collaborate on unique Western issues and become part of the Council of State Governments’ family.

David Landis
Master consensus builder and former Nebraska Senator David Landis worked with lawmakers on the best ways to find common ground in the legislative arena.
The Council of State Governments—WEST is a nonpartisan, nonprofit association serving legislatures in the 13 Western states.

CSG—WEST promotes excellence in state legislatures through regional cooperation and professional development.

CSG—WEST • 1107 Ninth Street • Suite 730 • Sacramento, CA 95814 • Phone: (916) 553-4423 • www.csgwest.org

*As of October 2010