ELI

EXECUTIVE LEADERSHIP INSTITUTE

A CALCOG PROGRAM

Participation Agreement

The Executive Leadership Institute (ELI) is a six-month program for executive directors, deputy directors, and other senior leaders of California's regional agencies. From January through June 2027, a small cohort of executives will take part in six core sessions, five Executive Leader Roundtables, six one-on-one executive coaching sessions, and prework and reflection between sessions. Session dates and times are listed on the ELI Curriculum & Schedule and may change.

An inclusive and representative cohort

CALCOG is committed to diversity, equity, and inclusion, and to building a cohort that reflects the many regions and communities of California. ELI brings together leaders from large and small agencies, urban and rural regions, and a wide range of backgrounds, identities, experiences, and leadership styles. We believe these differences make the learning stronger for everyone.

Participants help create that environment. We ask each member of the cohort to listen with curiosity, make room for every voice, respect perspectives that differ from their own, and bring an equity lens to the challenges they discuss, including how their decisions affect the diverse communities their agencies serve.

Why we ask for full commitment

ELI is built on a small cohort of peers who hold the same kind of seat. Much of its value comes from candid discussion, peer consultation, and working on real challenges together, and every absence or interruption takes something away from the whole group. For that reason, we ask each participant to attend every session in full and to protect that time from the daily demands of running an organization.

For in-person sessions, participants should plan travel to arrive before the start and stay through the scheduled end, without leaving early to catch a flight. Evening activities, including the kickoff group dinner, are part of the program. During both in-person and virtual sessions, participants are expected to be fully present and not take calls, texts, or emails, even the urgent ones. In addition to scheduled sessions, participants should plan time each month for primers, prework, coaching, and reflection.

What you can expect from CALCOG

In return, CALCOG commits to making every hour count. We will provide experienced faculty and facilitators, six one-on-one executive coaching sessions, and a well-organized experience for both in-person and virtual sessions. We will keep the cohort updated on resources and agendas before each session and share any schedule changes as early as possible. Dedicated CALCOG staff will be available to help with any needs throughout the program. You will also have access to the ELI archive webpage, where all of your program materials will be kept for you to return to at any time, even after you graduate. We will keep your application and program information confidential and treat the cohort as a trusted peer network that continues well beyond graduation.

Participant Commitments

By signing below, I acknowledge and agree to each of the following commitments if I am selected for the Executive Leadership Institute.

Attend every session in full. I will attend all six core sessions and all five Executive Leader Roundtables, arriving on time and staying through the end. I will miss a session only for a documented emergency, and I will tell program staff as early as possible.

Protect the time. I will block all program dates on my calendar now and arrange coverage with my deputy or senior staff so that I am not pulled away during sessions.

Be fully present. I will not take calls, texts, or emails during sessions, in person or virtual, and I will keep my camera on during virtual sessions.

Prepare and follow through. I will complete the foundations primers, prework, pre-program survey, coaching sessions, and capstone reflection by the stated deadlines.

Participate actively and candidly. I will bring a real, current leadership challenge to coaching and adaptive problem-solving, and I will contribute openly to peer discussions and consultations.

Keep the cohort confidential. I will protect sensitive information shared by other participants and will not attribute comments outside the cohort without permission.

Help build an inclusive cohort. I will engage respectfully across differences in background, identity, geography, agency size, experience, governance structure, and leadership approach, and help make room for every voice.

Communicate promptly. I will let program staff know right away if any circumstance, including a change in my position, may affect my participation.

Applicant Acknowledgment and Certification

I have read the ELI program description and schedule. I agree to attend all sessions, commit the time needed between sessions, and fully participate in the program. I certify that the information in my application is accurate and that my essays reflect my own leadership experience and judgment. I understand that incomplete or late applications may not be reviewed.

Applicant signature _____ Date _____

Printed name _____ Title _____

Agency _____