Appendix B

**Membership Diversity Strategic Plan**

**Initiatives, Goals and Success Measurements**

***Approved by the ICMA Executive Board September 2013***

**Background**

Building a membership that reflects the diversity of the communities served is a key strategic priority for the association. It is also key to serving the association’s interest in having a diverse leadership. In 2013, the board conducted an in-depth look at issues of diversity and approved a strategic plan that pulls together all ICMA strategies that relate to diversity and revised the board’s statement on diversity. The strategic plan includes initiatives, goals and metrics of success.

**Introduction**

ICMA’s strategy to building a more diverse membership is organized around programs to introduce the profession to students; engage and attract graduate students to ICMA; provide an entrée to the profession via the Management Fellows Program; offer resources and professional development opportunities targeted to individuals from students to mid-career managers; attract and retain affiliate members to ICMA via a lower dues rate; and build stronger relationships with state and affiliate organizations. In addition, member engagement opportunities, such as serving on an ICMA task force or committee, serve as a way to build the leadership pipeline.

The array of ICMA programs are outlined in the appendix.

**Initiatives**

In addition to maintaining current programmatic efforts to build a diverse membership, the Committee recommends the following initiatives:

1. Review and revise ICMA’s recently launched state-by-state joint recruitment strategy to include specific diversity strategies and goals to more closely involve the states in building diverse membership bases.
2. Continue to work with IHN, NFBPA and NACA on established joint recruitment goals and recruitment opportunities. Amend the national affiliate agreements as appropriate to further our shared goals.
3. Explore and establish relationships with other organizations that could serve as partners in achieving ICMA’s diversity goals.
4. Convene a summit of ICMA partners, affiliate organizations and these external public and private organizations to explore workable strategies for building a diverse profession. Feedback and recommendations would be used to advance and possibly expand upon the goals outlined in this strategic plan.
5. Accelerate growth of the ICMA student chapter program and leverage Life Well Run to attract the next generation into the profession.
6. Provide resources and educational opportunities to members regarding the “how to” of recruiting, hiring and retaining a more diverse workforce and leadership team.
7. Offer sessions during the annual conference related to workforce diversity that focus on recruiting, hiring and retaining a more diverse workforce and leadership team.

1. Continue to focus on diversity in the recruitment and selection of members for task forces, committees, leadership development programs, next gen initiatives and scholarship opportunities.

**Measuring Our Success**

The Membership and External Outreach Committee recommends establishing attainable, stretch goals for achieving greater diversity in the membership over a 5 year time frame.

|  |  |  |
| --- | --- | --- |
| Full Members | Current Membership Composition | Proposed 5 Year Target |
| African-Americans | 3.9% | 7% |
| Hispanic | 2.8% | 5% |
| Asian American | .8% | 2% |
| Women | 19% | TBD\* |

|  |  |  |
| --- | --- | --- |
| Affiliate Members | Current Membership  Composition | Proposed 5 Year Target |
| African American | 7.3% | 10% |
| Hispanic | 5.8% | 7% |
| Asian American | 2.3% | 4% |
| Women | 46% | TBD\* |

\*With input from the Women’s Task Force.

**CREATING A STRATEGIC PLAN ON DIVERSITY**

**APPENDIX**

1. **ICMA Initiatives and Programs Designed to Build Diverse Membership**

To date, ICMA’s strategy to building a more diverse membership is organized around building stronger relationships with state and affiliate organizations; establishing lower dues rates that attract affiliate members to ICMA, and providing resources and professional development opportunities to a range of individuals from students to mid-career managers. In addition, member engagement opportunities, such as serving on an ICMA task force or committee, serve as a way to build the leadership pipeline.

1. **Affiliation Initiative**

In 2009, ICMA launched a coordinated effort to better align the association with state associations of local government management professionals and key national affiliates. The formal affiliation agreements include reference the Strategic Plan statements regarding diversity:

*Core belief:*

* Ensuring that local governments and the association reflect the diversity of the communities we serve.

*Member Engagement and Support:*

* ICMA fosters an active and engaged membership dedicated to contributing to and improving the association. The association promotes and embraces diversity among its members, including a governing board that reflects ICMA’s membership and the communities served.

All agreements whether at the state or national level reference the commitment to joint membership recruitment. ICMA has signed affiliation agreements with all state associations except for one and memoranda of understanding in place with our three national affiliates – the International Hispanic Network (IHN), the National Association of County Administrators (NACA), and the National Forum for Black Public Administrators.

1. **Flat-rate dues for entry-level to mid-management members**

ICMA implemented (effective January 2009) a flat-rate dues structure for entry- to mid-management staff (under department head) employed by U.S. local governments:   This was based on a successful pilot program with the two assistants associations in California.  The new dues structure was intended to increase, at a much faster rate, the desired growth in Affiliate members in entry-level to mid-management positions as part of ICMA’s goal of encouraging the next generation of managers to join the Association.

When the board approved the new dues rate in February 2008, ICMA had about 380 entry-level to mid-management members paying salary-based dues.  Members recruited through the California pilot, paying flat-rate dues, numbered 174.  As of April 2013, there are 909 entry-level to mid-management Affiliate members.

**ICMA U.S. In-Service Affiliate Members**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Year | Male | Female | Caucasian | African American | Hispanic\* | Asian | Native American | Other Race | Unknown |
| 2009 | 658 | 518 | 835 | 77 | 54 | 20 | 4 | 19 | 222 |
| 2010 | 622 | 498 | 803 | 77 | 52 | 19 | 4 | 14 | 207 |
| 2011 | 624 | 513 | 834 | 86 | 54 | 25 | 6 | 17 | 183 |
| 2012 | 643 | 522 | 853 | 107 | 59 | 29 | 6 | 16 | 154 |
| 2013 | 691 | 589 | 949 | 93 | 75 | 30 | 8 | 21 | 179 |

\* Hispanic ethnicity is recorded separately from race in ICMA’s membership database.

1. **Next Generation and Professional Development Initiatives**

**1. Student Chapter**

In 2010 ICMA began a pilot program for student chapters at public administration programs. The pilot met with great success, and we began rolling out the program in earnest in 2011-12. The goals of the ICMA Student Chapters are to introduce and integrate students into local government and the management profession and familiarize students with [ICMA members](http://icma.org/en/icma/members/join), resources, and policies. Through chapters, we will also establish connections between ICMA, schools, students, [state associations](http://icma.org/en/icma/members/state_liaisons/state_relationships), and managers. To date, 19 chapters are in place.

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Year | Male | Female | Caucasian | African American | Hispanic\* | Asian | Native American | Other Race | Unknown |
| 2013 | 188 | 148 | 177 | 25 | 19 | 12 | 1 | 11 | 111 |
| TOTALS | 188 | 148 | 177 | 25 | 19 | 12 | 1 | 11 | 111 |

**2. Young Professionals Leadership Institute (YPLI)**

This special ICMA University leadership program offers young professionals a way to build their leadership skill set though the art and practice of leadership. ICMA University workshops are presented as a special offering to young professionals preceding the ICMA Regional Summits.

1. **Local Government Management Fellows (LGMF)**

This highly competitive career-development opportunity is designed to generate interest in local government careers among recent master's program graduates. Selected Fellows are placed in a full-time management-track local government positions, shaped by direct mentorship under senior government leaders and rotational assignments. ICMA facilitates the program in partnership with the National Association of Schools of Public Affairs and Administration, the National Forum for Black Public Administrators, and the International Hispanic Network.

1. **Emerging Leaders Development Program (ELDP)**

Designed to help early to mid-career professionals build contemporary management skills, the Emerging Leaders Development Program provides:

* A credentialed manager to serve as a career coach for two years
* Convenient teleseminars with senior credentialed managers or public administration professors
* Successful completion of the two-year ICMA University Emerging Leaders Development Program, celebrated with a special certificate.

1. **Leadership ICMA**

Leadership ICMA is a competitive, intensive two-year ICMA University program designed to cultivate key competencies needed for successful leadership at all levels of local government management. Participants not yet eligible for credentialing join a class of select individuals to complete a series of five class modules and a team-based capstone project. All Leadership ICMA graduates receive one year of experience "credit" toward the ICMA Voluntary Credentialing Program. The program is now in its eleventh year and welcoming the Class of 2014, with members of the class of 2012 having completed their capstone projects hosted by the cities of Edmonton, AB, Ft. Lauderdale, FL, and Park City, UT.

1. **Mid-Career Managers Institute (MCM)**

This is a one-year Leadership Development Program designed to meet the specific needs of mid-career managers.  The MCM Institute began with a pilot program in 2012. The overall objective of the MCMI is to enhance and develop participants’ leadership abilities and effectiveness. This is accomplished by providing: broader understanding of their responsibilities as leaders; perspective on some of the critical leadership and management issues facing mid-career managers; and understanding and awareness of concepts and techniques relevant to local government management.

1. **ICMA Member Committee and Task Force Diversity**

Outreach is conducted annually to full membership, state associations, and affiliates to ensure broad participation on ICMA member committees and task forces**.** Below is a snapshot of committee/task force membership diversity in 2012-2013.

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | |  | | --- | |  | |  |  |  |  |  |  | |  | | --- | |  | |  |  |  |  |
| INTL | 3.9% |  |  |  |  |  | Female | 42.0% |  |  |  |  |  |
| MP | 18.2% |  |  |  |  |  | Male | 57.1% |  |  |  |  |  |
| MW | 20.7% |  |  |  |  |  | Unknown | 0.8% |  |  |  |  |  |
| NE | 18.5% |  |  |  |  |  | Total | 100.0% |  |  |  |  |  |
| SE | 22.1% |  |  |  |  |  |  |  |  |  |  |  |  |
| WC | 16.5% |  |  |  |  |  | African American | 7.6% |  |  |  |  |  |
| Total | 100.0% |  |  |  |  |  | Asian American | 1.7% |  |  |  |  |  |
|  |  |  |  |  |  |  | Caucasian | 73.9% | |  | | --- | |  | |  |  |  |  |
| City | 61.6% |  |  |  |  |  | Other/Unknown | 16.8% |  |  |  |  |  |
| County | 10.4% |  |  |  |  |  | Total | 100.0% |  |  |  |  |  |
| Other or N/A | 28.0% |  |  |  |  |  |  |  |  |  |  |  |  |
| Total | 100.0% |  |  |  |  |  | Hispanic | 4.2% |  |  |  |  |  |
|  |  |  |  |  |  |  | Not Hispanic | 78.2% |  |  |  |  |  |
| CAO | 39.8% |  |  |  |  |  | Unknown | 17.6% |  |  |  |  |  |
| Asst CAO | 16.0% |  |  |  |  |  | Total | 100.0% |  |  |  |  |  |
| Sr Mgmt | 4.8% |  | | | | |  |  | |  | | --- | |  | |  |  |  |  |
| Early-Mid | 15.1% |  |  |  |  |  |  |  |
| Other | 24.4% |  |  |  |  |  |  |  |
| Total | 100.0% |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |

1. **ICMA Policy Statements Relating to Diversity**
2. **Excerpts from** [**2008 ICMA Strategic Plan**](http://icma.org/en/icma/about/organization_overview/strategic_plan)**:**

***ICMA Core Beliefs***

We believe in…

* Serving as stewards of representative democracy
* Practicing the highest standards of honesty and integrity in local governance, as expressed through ICMA’s Code of Ethics
* Advocating for professional management as an integral component of effective local governance and community building with council-manager government as the preferred local government structure
* Building sustainable communities as a core responsibility of local government
* Networking and exchanging knowledge and skills across international boundaries
* **Ensuring that local governments and the association reflect the diversity of the communities we serve**
* Committing to lifelong learning and professional development
* Building up the quality of the profession and the association through an engaged network of members personally committed to that end

**Leadership**

Professional local government management attracts and cultivates a diverse and talented group of individuals dedicated to these high ideals. Professional local government managers are the standard-bearers for ethical conduct and the advocates for professional management and principles of sound local governance. ICMA is the association of choice for members of the professional local government management community and a model of effective outreach and collaboration with other associations, institutions, and stakeholders.

**Strategies**

* Expand the current membership with an emphasis on attracting young people, women and minorities, entrants from other careers and other local government management professionals who are not members of ICMA.

**Member Engagement and Support**

ICMA fosters an active and engaged membership dedicated to contributing to and improving the association.  **The association promotes and embraces diversity among its members, including a governing board that reflects ICMA’s membership and the communities served**.  ICMA is a source of personal support and renewal for its members throughout their life in public service.  The association is committed to strengthening strategic partnerships on behalf of members and providing the highest quality products and services to its members.

**Strategies**

* Enhance communication and dialogue to develop synergistic relationships with state and affiliate organizations and other professional associations.
* Foster inclusion, engagement, and support throughout a member’s life of public service.
* **Create opportunities to gain entry into the profession and into the association and its leadership.**
* Be the leader in offering career services to local government professionals throughout their lives.
* Promote work/life balance as part of attracting and retaining members and achieving organizational sustainability

1. **Member Resolutions / White Paper**

* [1991 Valuing Diversity Statement of Policy](http://icma.org/Documents/Document/Document/304818)
* [2011 Immigration Joint Resolution and Statement of Principles Calling for Immigration Reform](http://icma.org/Documents/Document/Document/304819) (draws on 2008 ICMA White Paper – Immigration Reform: An Intergovernmental Imperative)

1. **ICMA Executive Board Diversity Statements**

**Policy Statements**

**The following two sections are excerpts from “ICMA Executive Board’s Guidelines for ICMA Nominations and Elections in the Five U.S. Regions.” The full guidelines were first adopted in September 2011 and last updated June 2012**

1. **Guidelines for Evaluation of Candidates**

**These guidelines have existed for many years in the nominations process and were included in the new guidelines. The bullet on Diversity is highlighted in *italics***

The regional nominating committees are asked to select the best-qualified individuals who will provide a balanced board that represents the profession and those served by it. The committees will use the following criteria to evaluate candidates:

* Experience in local government
* Service to ICMA and its affiliates
* ***Diversity in the nominees and the continuing board members with whom they will serve in terms of geography, ethnicity, gender, position, and size and type of local governments***
* Demonstration of ethical behavior
* Support of the profession through the ICMA Fund for Professional Management or by other means
* Commitment to follow the election guidelines
* Quality or caliber for board service
* Participation in ICMA’s Voluntary Credentialing Program, if eligible

1. **Building a diverse ICMA Leadership**

In 2011 the board asked President Dave Childs to appoint a subcommittee to draft an expanded diversity statement to help the regional nominating committees understand their responsibility for diversity goals. The statement was adopted by the board as proposed by the subcommittee and recognizes that a long-term strategy for recruiting and grooming diverse members will be critical to achieve diversity, particularly in terms of race and ethnicity.

ICMA has a longstanding commitment to ensuring diversity in its governance. The ICMA Executive Board’s policy is “to recruit nominees who will provide a balanced board that represents the profession and those served by it.” Diversity has been defined as including geography, ethnicity, gender, position, and size and type of local government. Ensuring representation in terms of ethnicity and gender has been the most challenging to achieve.

The ICMA Executive Board is committed to working with state and affiliate organizations on achieving broad representation. The Board is both facilitating a process of working with state and affiliate organization leadership to build a pipeline of diverse candidates and monitoring the impact of the regional nominating committee process on that representation. The Board believes that progress on diversity can continue under the new process and a continuously proactive approach will support that progress.

**Diversity Statement approved in September 2013**

We recognize that the general membership of ICMA currently lacks diversity of gender, race and ethnicity and is not representative of the communities that we serve. We believe that greater diversity in our membership is vital to the sustainability of our profession and we are committed to increased diversity in our membership and on our Executive Board.

Specific to the ICMA Executive Board, while we do not support the establishment of numeric targets for the number of board members in any specific demographic, we will strive for a board that strikes a balance between the demographics of our membership and the demographics of those we serve.

Our goal of increased Board diversity should be clearly communicated to the regions and affiliate organizations. The Board selection process should always ensure that board members are highly qualified and no process or pressure to achieve specific diversity targets should unfairly disadvantage any candidate in any region.