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**ICMA GOVERNANCE**

**Nominating Committee**

Article VII of the ICMA Constitution outlines the process for nomination and election of the ICMA Executive Board. Since 2007, the Nominating Committee has consisted of the president-elect and the past president and three other Corporate Members who have never served on the board and who are from regions not represented by the past president and president-elect. The past president serves as Chair.

The Constitution gives the ICMA Executive Board the responsibility for selecting the three Corporate members and for setting the nominations and elections schedule. The President has traditionally solicited interest from the membership in serving on the Nominating Committee and has submitted three names for board approval on the consent agenda.

The Nominating Committee selects nominees for vice president only since the executive board selects the president-elect. Since 2000, the Nominating Committee has conducted interviews with vice presidential candidates at the annual conference.

**Governance History**

Between 1991 and 1996, the board had many discussions on board composition. Initially the discussions focused on the need to increase representation of minorities and women on the board. Discussions with the membership surfaced a number of issues concerning election process and under-representation. Two conflicting values within the membership continued to complicate the debate: 1) the desire to minimize the politics and expense of the elections process, versus 2) the goal of increasing democracy and representation. In addition, there was increased tension for Nominating Committees in meeting the commitment to balance representation of ICMA's constituencies and being responsive to recommendations from state associations.

There was little consensus on what to do until 1996 when the board proposed to revise the structure for the board by adding one regional vice president position designated for an assistant to each of the five U.S. regions, eliminating two at-large vice president positions, and increasing the term for all vice presidents from two to three years. These changes were to ensure board composition that is representative of the profession and to strengthen continuity in board leadership by lengthening vice presidential terms. They were also to give the Nominating Committee more flexibility in meeting the goal of a representative board while being responsive to traditions of geographical rotation in the regions.

A ballot proposal with the necessary constitutional amendments was approved in October 1996 by 82% of those voting. These changes were implemented for the 1997 nominations and elections process.

In August 1997, after extensive discussion with the membership, the board proposed a constitutional amendment to change the selection process for the ICMA President by having the board select the president from among former board members who have been off the board for at least a year when selected. The ballot was approved by 61% of those voting. In March 2004, the membership approved the establishment of a one-year position of president-elect to fully prepare for the role of president and to help shape the strategic initiatives that he or she will lead as president.

**Recent Issues on Vice Presidential Selection**

***Rotation:***

ICMA Nominating Committees have followed certain traditions of geographical rotation for many years for the “traditional” vice presidential nominations. (Page 14) Vice president rotations have ignored what state the president was from.

Following the Nominating Committee meeting in March 1998, past president Norm King drafted a communication to the board describing the difficulties faced by the committee as more regions – particularly state officers in the Midwest and Southeast -- had adopted rigid rotation agreements for the traditional seats. He noted that the value of geographic representation sometimes took precedence over diversity and over selecting the best person when only one person was “offered” from each region. The board agreed that the Committee should continue to encourage the regions to provide multiple candidates from any given state.

In spite of added encouragement after that, state associations usually forwarded only one name for the “traditional seats.” Multiple candidates were usually provided for the designated assistant seats.

For the three nomination processes in 2002-2005, there was significant tension between the Nominating Committee and the Midwest leadership on their rotation agreement. In 2004, a positive partnership took place in the selection of the Northeast nominee through a screening committee of state presidents which has continued since then. The Midwest and CAL-ICMA established similar processes in 2006. The Southeast plans to use a screening committee in 2009 for the first time. The screening process has resulted in at least two candidates from each region and California respectively.

***Diversity*:**

Board guideline:

In June 2006, the board took action on recommendations coming from a series of discussions with leaders of NFBPA and the International Hispanic Network (IHN) on leadership opportunities and on how to achieve a general sense of inclusion. The recommendations adopted by the board had an overarching theme of reaffirming ICMA’s commitment to creating an atmosphere that supports diversity, including diverse representation on all ICMA committees and task forces, especially those that recommend programs and policies for the organization. One of the adopted recommendations relates specifically to the Nominating Committee:

* Ensure broad representation on the ICMA Nominating Committee and empower the Nominating Committee to pull together a diverse slate for ICMA board service;

Recent diversity in candidates

In 2006, all candidates, including from the three regional screening committees, were white males - a first in recent history. This raised concerns from the Nominating Committee and the board. In his letter soliciting candidates from state and affiliate presidents to serve on the 2007-2008 Nominating Committee, President Bill Buchanan noted this fact and urged the presidents to be active partners in helping fulfill the Association's commitment to a balanced board that represents the profession and those served by it. The candidates were more diverse in 2007 and the five Nominating Committee nominees - all selected from state endorsed candidates -- included two women, one Hispanic, and one African-American. This continued in 2008. The six nominees – all state endorsed – included one African American and four women, one of whom is Hispanic.

Board task force:

In September 2006, the board established a Task Force on Diversity in Governance comprised of representatives from the leadership of state associations and from the International Hispanic Network (IHN) and the National Forum for Black Public Administrators (NFBPA). The task force was asked to develop recommendations for how these organizations and the leadership of state associations can work together to identify potential candidates for the ICMA Executive Board.

Recommendations were adopted by the board in June 2007, approved by the IHN and NFBPA boards in the summer and an implementation plan was approved by the board at the Pittsburgh conference board meeting. Recommendations included encouraging states to conduct outreach to IHN and NFBPA as they identify candidates and encouraging other regions to consider adopting a screening process. The board also emphasized the importance of having diversity as a goal for state and regional processes in addition to the goal of providing multiple candidates to the Nominating Committee

***Email Campaigning:***

The 2004-2005 Nominating Committee first established a policy for campaigning via email which has been reaffirmed since then.

"ICMA will make mailing labels available for campaigns at an at-cost rate and will provide the option of email communication for the same fee. A sample of the campaign material must be provided ahead of time and no more than two communications may be sent*.* *"*

The Committee approved charging the same fee for email addresses as the minimum for mailing labels: $200.

Some email campaigning took place in 2004-5 and 2005-6. Since 2006-2007, there have been no petition candidates so no campaigning has occurred.

Policy guidelines on sending emails by candidates

* In 2004, questions were raised by some members about the appropriateness of email campaigning, but major concerns surfaced when one campaign effort resulted in up to 1350 members receiving multiple copies (several hundred for some) of one email. It was caused by an ISP server malfunction. It took awhile to track down the problem since it was not caused by the local government computer system that sent the email.

The 2005-2006 Nominating Committee approved the following policy for guidelines for any future email campaigning: Continue the same approach to email campaigning – purchase of email addresses from ICMA – but with guidelines for how to send them and with an opt-out message for members who do not want to receive such messages in future campaigns.

The complete guidelines are provided on page 8.

* In 2006, one member raised a concern about whether it is appropriate for email campaigns to be sent from work email addresses as opposed to personal addresses. In the previous two years, the formal email campaigning -- using the email addresses purchased from ICMA -- came primarily from state association staff email addresses or someone’s work email. Since there are over 6,000 Corporate members with email addresses, individuals may feel more comfortable setting up that level of communication from an institutional computer. When asked about this issue, one candidate stated that he thought the use of office email was acceptable since it could be considered part of one’s professional association activity just like serving as an officer in a state association. The 2006-2007 Nominating Committee agreed that the member could decide whether or not to use a work email.
* The 2006-2007 Nominating Committee considered allowing nominees and candidates to submit a brief statement to include on the ballot. This has not been pursued since there has been no competition.

***Endorsements***

The 2005-2006 Nominating Committee was asked whether it would allow state and affiliate endorsements to be listed on the election ballot materials. (Past practice: candidates could note endorsements in any campaign materials that they chose to send to members.) The Committee decided to continue past practice and noted the following concerns about adding endorsements to the ballot materials:

* Candidates might approach endorsements differently if they knew they would be listed on the ballot materials.
* This change could put pressure on states and affiliates to develop a process of endorsement for those candidates that are from outside their membership.

This policy has continued since then.

**2005** **Email Campaign Guidelines Issued to Candidates**

**Nominating Committee Guidelines for Email Campaigning**

It is a personal choice whether to campaign. However, if you choose to campaign, you must abide by ICMA guidelines.

For campaigning purposes:

ICMA will make mailing labels available for campaigns at an at-cost rate and will provide the option of email communication for the same fee.  (The rate for mailing labels and email addresses is $60 per thousand names, with a minimum charge of $200). A sample of the campaign material must be provided ahead of time and no more than two communications may be sent*.*

In order to campaign, ICMA requires a sample of the campaign material before the labels/addresses are mailed, in order to ensure that all factual data is correct. Please send this information to Elizabeth Ethredge at [eethredge@icma.org](mailto:eethredge@icma.org), via fax to (202) 962-3604 or by mail to 777 North Capitol Street, NE, Suite 500, Washington, DC 20002.

Election ballots will be mailed to all Corporate Members on January 20, 2006.

Guidelines to Follow In Sending Campaign Emails:

1. Provide a clear title in the Subject line.

Examples: ICMA Northeast Vice President Election. John Doe for ICMA Southeast Vice President.

1. Send email in batches of no more than 50 or 100

No one can anticipate problems that may occur with email transmissions. There have been problems with an email server delivering multiple copies of the same message, for example. If there are problems, only a few members are affected.

1. Enter the email addresses in the “bcc” line

This respects privacy concerns and provides less encouragement for recipients to reply with comments to the entire group.

1. ICMA will provide “opt-out” text to include in the email

This following text will be added at the end of your message:

You received this message because you are a member of the International City/County Management Association (ICMA). This message was sent by or on behalf of a candidate for a regional vice president position on the ICMA Executive Board. If you would prefer not to receive campaign email messages in the future, please visit (we will provide a link)), log in, and modify your interest settings. Your changes will remove you from next year’s campaign messages.

ICMA prohibits the following campaigning activities:

* The use of local government resources, including: postage, copies of stationery, copying machines, telephone, or fax for mass communication of a candidate, without reimbursement.
* The use of ICMA member publications, including electronic forums such as discussion lists.
* The endorsement of ICMA committees and task forces.

**Article VII of the ICMA Constitution: Nomination and Election of Officers**

Section 1. Voting Procedure. Before each annual business meeting (see Article XI), in accordance with the schedule set forth in Section 4 of this Article, the Corporate Members shall elect by mail ballot the officers enumerated in Article IV, except that the position of Executive Director shall be filled as provided in Section 1.c of that Article and that the position of President shall be filled as provided in Section 1.d of that Article. Any candidate receiving a majority of all votes cast for an office shall be declared elected to that office. If no candidate receives a majority, another mail ballot shall be taken on the two candidates who received the largest number of votes. At the annual business meeting, the results of the election shall be announced by a Canvassing Committee consisting of three Corporate Members appointed by the President. The President shall declare the election of all new officers, and those elected shall take office at the close of the annual conference.

Section 2. Nomination of Officers. Nominations shall be made by a Nominating Committee composed of (a) the President-elect and the past President on the Executive Board and (b) three other Corporate Members selected by the Executive Board from regions not represented by the President-elect and past President; the three shall all be from different regions. In the event a past President has served on the Nominating Committee for three years or more, that past President's seat shall be filled, by vote of the Executive Board, with any Corporate Member who is in active service with a local government, whose region is not otherwise represented on the Nominating Committee. The three other members of the Nominating Committee may not be present or past members of the Executive Board.

Section 3. Procedures of Nominating Committee. The Nominating Committee shall invite all members to submit recommendations for nominations. The Nominating Committee shall also inform all members that names may be placed in nomination by petitions signed by at least fifteen Corporate Members and presented to the Nominating Committee. Recommendations and petitions must be received by the Nominating Committee by a date that the Executive Board shall establish and shall announce to the membership not less than sixty days before such deadline.

Section 4. Ballots and Timing. Not less than sixty-five days before the annual business meeting, the Nominating Committee shall mail to each Corporate Member a ballot containing the names of the candidates for each office, together with biographical information on each candidate. The manner of each candidate’s nomination (whether nominated by the Nominating Committee, by petition, or both) shall be identified on the ballot. The ballots shall provide space for writing in the names of additional candidates. Not less than thirty days shall elapse between the time the ballot is mailed to all Corporate Members and the time the Canvassing Committee canvasses these ballots. In the event another mail ballot is necessary, ballots shall be mailed to all Corporate Members not less than thirty days before the Canvassing Committee canvasses this second set of ballots.

**ICMA Executive Board Relationship to the Nominating Committee**

(Prepared for ICMA Board January 1996; updated November 2008)

# **ICMA Constitution**

Article VII describes ICMA’s nomination and election of officers. The Executive Board has two responsibilities: 1) to select the three Corporate Members who will serve with the president and immediate past president on the Nominating Committee, and 2) to establish the nominations and elections schedule including the deadline for the receipt of recommendations and petitions. The Nominating Committee is then an independent body within the parameters established by the ICMA Constitution.

If the board wanted to establish some formal authority over the Nominating Committee, it would require a Constitutional amendment. The board may, by resolution, propose amendments to the membership. An amendment must be approved by a majority of the Corporate Members voting.

**History of Board Guidelines**

Although the board has no specified authority to issue instructions to the Nominating Committee, the board has provided guidelines since the current Nominating Committee structure was created by Constitution amendment in 1987. To date, Nominating Committees have followed those guidelines.

At the October 1987 board meeting, the board approved rules of procedure for the Nominating Committee. Much of the language in the “Solicitation of Nominations” and the “Representation of the Profession” sections of the current *ICMA Newsletter* announcement to members originated with those procedures. The goal of balancing geographic “traditions” with that of providing a balanced board that “represents the profession and those served by the profession” was articulated at that time. In addition, the request for state associations and other groups to submit several names “who can represent both the state and the diversity of the professions” was first mentioned.

At the May 1992 board meeting, the board approved guidelines on campaigning that are now listed in the *ICMA Newsletter* announcement under the section, “Conducting Campaigns”. The guidelines were drafted by the 1992 Nominating Committee, at the board’s request.

At the September 1992 post-conference board meeting, the board established the policy that member committees and task forces were prohibited from endorsing candidates for the board.

At the May 1993 board meeting, the board approved a recommendation from the Nominating Committee that all candidates submit a short statement on why they were interested and qualified to serve on the board. In January 1993, the board had asked the Nominating Committee to evaluate a proposal from the Workplace Diversity Committee that candidate statements be included in the election ballot.

At the July 1997 board meeting, the board approved criteria for the evaluation of candidates. In addition to those already listed in the annual elections announcement, they added the following: ethical behavior; support of the profession through the endowment fund or by other means; commitment to follow the election guidelines. The motion adopted by the board listed the criteria as follows:

1. experience in local government service;
2. service to ICMA and its affiliates;
3. geographic diversity of the slate and current Board;
4. ethnic diversity of the slate and current Board;
5. gender diversity of the slate and current Board;
6. diversity of position level of the slate and current Board;
7. diversity of jurisdiction size served by nominees and by the current Board;
8. diversity in type of local government service by the slate and current Board;
9. record of ethical behavior;
10. support of the profession through the Endowment Fund or by other means;
11. commitment to follow the election guidelines; and,
12. quality or caliber for Board service as documented by letters from ICMA members.

At the May 2000 board meeting, the board approved the revision of the nominations and elections schedule to allow the Nominating Committee to conduct interviews during the ICMA Annual Conference.

At the January 2003 board meeting, the board reviewed a last-minute request for email addresses from a write-in candidate for vice president in the 2002-2003 election. The board was asked to review this request since it was the first time that an email option had been considered for candidates, and the first time that a request to purchase contact information had been received from a write-in candidate. The board denied the request expressing concern that the Nominating Committee had not established guidelines for email campaigning. The board also asked the 2003-2004 Nominating Committee to develop a policy clarifying how email campaigning should be conducted in the future and what should be allowed in terms of campaigning by write-in candidates.

At the June 2006 board meeting, the board adopted a series of recommendations that had an overarching theme of reaffirming ICMA’s commitment to creating an atmosphere that supports diversity, including diverse representation on all ICMA committees and task forces, especially those that recommend programs and policies for the organization. The specific recommendation concerning the Nominating Committee:

* Ensure broad representation on the ICMA Nominating Committee and empower the Nominating Committee to pull together a diverse slate for ICMA board service.

The implementation plan for the Task Force onDiversity in Governance adopted by the board in September 2007outlined the following for the nominations process:

* All state associations should be encouraged to conduct outreach to IHN and NFBPA for the nominating process.
* Encourage the other three ICMA regions to adopt the regional nominations protocols from the Northeast and the Midwest to achieve the board’s stated goals for diverse candidates on the board. The goal is diversity, not just multiple candidates.
* Clearly communicate to each of the five regions and each of the state associations that the nominating committee seeks more than one candidate and a reflection of diversity. Regional ownership for diversity goals should be encouraged.
* IHN and NFBPA agree to encourage their members interested in ICMA task forces, committees, and the Executive Board to go through established state and regional processes

**EXPECTATIONS OF SERVICE ON THE ICMA EXECUTIVE BOARD**

**Time and Travel Commitments**

*Board Meetings*. The board meets four times a year. There are meetings the Friday-Saturday before the annual conference and then a Thursday-Saturday schedule in:

- early-November or early-December

- early-February to early-March

- early-mid June

Board members have the opportunity to comment on dates proposed by the President-elect before they are finalized.

Conference call meetings may also be scheduled during the year.

**State and Committee/Affiliate Meetings**

Vice Presidents:

1. The three vice presidents in each U.S. region share representation responsibilities for state associations. Vice presidents typically attend two or three state meetings, in addition to their own, and attend the Regional Summit in their region in March or April. International vice presidents usually attend one affiliate country’s meeting other than their own.
2. As liaisons to committees, task forces, or affiliates, vice presidents usually attend only those meetings held at the annual conference.

**Other Responsibilities**

* In 2004 the board adopted recommendations from the Task Force on Financing ICMA which included engaging in a major membership recruitment and retention effort. The goal is for ICMA to retain its current membership, attract managers and assistants who are currently not members, and encourage the next generation of managers to join the Association. When it adopted the recommendations, the board made a personal commitment to recruit new members in their regions. This commitment has been reaffirmed by each subsequent board. Each board member develops a work plan that is updated annually.
* There is considerable reading and member contact in between these meetings. Examples: monthly board mailings/emails, agenda materials for board meetings, regular phone contact and correspondence with members and with ICMA staff.

**Financial Commitments**

ICMA pays for almost all travel obligations of board members. The only exceptions are the annual conference and the member's own state/country meeting. It is assumed that all board members would be attending those anyway. ICMA does pay the hotel and group meal costs of the two extra days of the pre-conference board meetings. Travel expenses are reimbursed for all assigned state travel and for non-conference board meetings.