

## ICMA EXECUTIVE BOARD GUIDELINES FOR REGIONAL NOMINATIONS AND ELECTION

Approved by the ICMA Executive Board in September 2011 and revised in June 2012, September 2013, June 2014, September 2015, and June 2016. Updated in June 2020 to incorporate ICMA constitutional amendments. Revisions adopted by the Board in June and September 2022. Current version adopted by the Board in September 2024.

### Introduction

The approval of an amendment to the ICMA Constitution in 2011 to shift from a national nominating process to a regional process was a significant change for ICMA. Until 2012-2013, a single national Nominating Committee had the responsibility for nominating members who would best represent the diversity of the profession and its future. That responsibility and accountability now belongs to the regions. The ICMA Executive Board (Board) believes that this provides a new opportunity to strengthen ties and shared ownership with state, international, and other affiliate associations.

While many of these guidelines build on the experience of prior screening panels in three regions as well as the prior Nominating Committee, it is important for all regions to give careful thought to how the process is conducted. Over many years, members have relied on the nominations process to play that role as opposed to having a competitive process with active campaigning. The Regional Nominating Committees select ICMA's leadership and they need to be fully engaged in considering the impact on ICMA as a whole as they carry out their responsibilities. Regional Vice Presidents also have the potential to become future ICMA Presidents.

The following guidelines incorporate the best practices from the past as well as the recent constitutional amendments. The goal is to be as consistent as possible to guide the nominations and election process across all regions.

### Role of the ICMA Executive Board

The amendments to the ICMA Constitution approved in 2011 gave the Board two new responsibilities.

1. The Board has the responsibility for designating other affiliated organizations in the U.S. in addition to affiliated state organizations for the purposes of governance.

ICMA Constitution Article VII: "*Section 2. Nomination of Officers.* Nominations shall be made by a Nominating Committee in each of ICMA's five regions of the United States and its territories composed of (a) the President or designee on the ICMA Executive Board and (b) Members selected by each affiliated state organization and other affiliated organizations designated by the Executive Board. Nominating Committee members should be in service to a local government."

U.S. Domestic Affiliates: As of 2024, the Board has designated CivicPRIDE, the International Network of Asian Public Administrators (I-NAPA), Local Government Hispanic Network (LGHN), National Forum for Black Public Administrators (NFBPA), the National Association of County Administrators (NACA) as U.S. affiliates, as well as ICMA's SheLeadsGov member committee representing women in the profession.

U.S. State Association Affiliation Agreements: The Board has encouraged Affiliation Agreements with all states. When the first Regional Nominating Committees met in 2013, all but three active state associations had signed Affiliation Agreements. As of 2020, all state associations have signed Affiliation Agreements.<sup>1</sup>

2. The ICMA Constitution gives the Board the responsibility for establishing guidelines for nominations to ensure a uniform structure and process.

ICMA Constitution Article VII, "*Section 3. Procedures of Nominating Committees*. The ICMA Executive Board shall invite all members to submit recommendations for nominations and shall also inform all members that names may be placed in nomination by petitions signed by at least fifteen Corporate Members and presented to ICMA for verification. Recommendations and petitions must be received by ICMA by a date that the Executive Board shall establish and shall announce to the membership not less than sixty days before such deadline. The Executive Board shall establish guidelines for nominations to ensure a uniform structure and process."

## Expanding Board Service and Voting Eligibility

Three amendments to the ICMA Constitution approved in 2020 expanded the opportunity for Affiliate members to vote, serve on the Board, and serve on an ICMA Regional Nominating Committee.

1. Voting privileges were extended to Affiliate members serving in an appointed position in local government who have 5 years of local government experience and 5 years of ICMA membership.

ICMA Constitution Article VIII, "*Section 1. Categories of Membership*. There are Corporate and Noncorporate Members.

a. Corporate Members are:

- i. Full Members (including Life Members)
- ii. Affiliate Members, currently serving in an appointed position in local government, who have a minimum of five years of service to a local government and five years of membership in ICMA

b. Noncorporate Members are:

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<sup>1</sup> As of 2020, there are seven assistant associations in three states. ICMA has worked with these associations, particularly around professional development opportunities and membership recruitment, and will continue to do so. For the purposes of governance, however, ICMA will work through the primary state associations. In the case of MMANC and MMASC, the primary association will be Cal-ICMA.

i. Affiliate Members who do not meet the eligibility for Corporate Membership and Honorary Members.

The privilege of voting is limited to Corporate Members.”

2. Extended eligibility to serve on the Board in the designated non-Chief Administrative Officer, (non-CAO) position to Affiliate members serving in an appointed position in a local government who have 5 years of local government experience and 5 years of ICMA membership.

ICMA Constitution Article IV. “*Section 1. Officers.* The officers of the Association shall be a President, a President-elect, Regional Vice Presidents, and an Executive Director who shall act as Secretary-Treasurer. Each such officer shall be elected as provided in Article VII, except as otherwise provided below: a. Regional Vice Presidents-National. Three Regional Vice Presidents, one or more of whom shall be a Full member who qualifies under Article VIII, Section 3. (a)ii, shall be elected from each of five geographical regions of the United States and its territories. The number of regions and their boundaries are to be determined by the Executive Board (see Article V), and from time to time the Executive Board may change the boundaries of the regions in order that all regions may contain approximately equal numbers of Corporate Members (as defined in Article VIII, Sections 3 and 4).”

3. Allowed any ICMA member serving in an appointed position in local government and in good standing to serve as the appointed representative to the Regional Nominating Committee.

ICMA Constitution Article VII: “*Section 2. Nomination of Officers.* Nominations shall be made by a Nominating Committee in each of ICMA’s five regions of the United States and its territories composed of (a) the President-or designee on the ICMA Executive Board and (b) Members selected by each affiliated state organization and other affiliated organizations designated by the Executive Board. Nominating Committee members should be in service to a local government. Nominations for the International region shall be made by a process defined by the Executive Board.”

## U. S. Regional Nominating Agreements

ICMA provided a template for the U.S. Regional Nominating Agreements (Agreement) in order to ensure a uniform structure and consistent process across regions for certain aspects of the nominations process as outlined in these guidelines. Each U.S. region approved and adopted a customized Geographical Protocol, that summarizes the rotation of states and position-types and approved the initial agreements during the 2012 Regional Summits. In September 2015, following consultation with state presidents in each region, the Board eliminated fixed dates for formal renewal of the Agreements, thereby making the Agreements “evergreen”, and focusing instead on an annual review and the process outlined in each agreement for making amendments. In June 2020, the Board updated the Regional Nominating Agreements to reflect changes in Board policy primarily with regard to diversity and the approved Constitutional amendments. The Board made changes to the process in June 2022 to clarify the petition process and the selection of the chair for the Regional Nominating Committees.

A standard process can assist Regional Nominating Committees in focusing their time on the assessment of candidates as opposed to decisions on the process. ICMA provides staffing to support the Regional Nominating Committees. State and affiliate organizations are encouraged to recommend or suggest changes to improve the nominations process as part of the annual review.

State rotation decisions are delegated to each region and are outlined in the Geographical Protocols for each region's Agreement. While the Agreements were made "evergreen" in 2015, any state within the region may present a proposal to revise the geographical rotation to the states within the region subject to provisions of the Agreements. The state associations in each U.S. region are responsible for:

- Developing Geographical Protocols within the Agreement
- Defining the vote necessary for approval and/or reaffirmation of Geographical Protocols. The goal is to reach consensus from all the states in the region. If that is not possible, Agreements require a vote of two-thirds of the states.

## Nominations Process

There are two ways for a member's name to appear on the election ballot that Corporate Members receive: A) nomination by a Regional Nominating Committee, or B) qualification by petition.

### A. Nomination by a Regional Nominating Committee

There are essentially three avenues for consideration by the Regional Nominating Committees:

1. Suggestions from state, country, or affiliate associations. Annually, ICMA contacts association presidents and the presidents of relevant groups such as those representing assistants and counties as well as the affiliate organizations whose delegates sit on the regional nominating committees. All groups are asked to submit the names of several members who can represent both their region and the diversity of the profession.
2. Identification by Regional Nominating Committee members.
3. Self-nomination.

### B. Qualification by Petition

Petitions are not required in order to come before the Regional Nominating Committee as a candidate for their consideration. If a member meets the requirements outlined above and, after being interviewed by the appropriate Regional Nominating Committee, does not receive the nomination, the member has the option to appear independently on the election ballot only if they submitted a petition by the established annual deadline. The sole purpose of petitions is to allow a member the opportunity to qualify independently for nomination. Petitions will only be accepted from eligible members from states or countries listed in the rotation system for the election year within the geographical protocol for the region.

Regional Nominating Committees do not review submitted petitions, but ICMA staff verify the necessary 15 ICMA Corporate member signatures and provide the committees with the names of those candidates eligible to appear on the ballot. Letters of support from individual Corporate members may also count towards the 15-signature requirement. To aid in verification, signatures on petitions must include printed or typed names, and position titles.

## Commitment to Diversity

ICMA has a longstanding commitment to ensuring diversity in its governance. The 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. At its June 2016 meeting, the Board developed and recommended approval of a statement to the membership, *Fostering the Next Generation*, re-emphasizing the Board's commitment to fostering a new generation of innovative, positive and principled leaders in local government management and the importance of greater local action to achieve a diverse and inclusive membership that reflects the make-up of our communities. The statement outlines efforts and progress on achieving this goal, notes that more needed to be done in partnership with the membership, and encourages members to consider being candidates for the Board. See Appendix A.

Before 2012, the ICMA Nominating Committee assumed primary responsibility for this goal. This responsibility now rests with the Regional Nominating Committees and the state and country associations and affiliate organizations. The Board is committed to working with these groups on developing joint strategies for achieving broad representation and will be monitoring the impact of the Regional Nominating Committee process annually. The Board believes that progress on diversity can continue under the delegated process and a continuously proactive approach will support that progress.

Each region can contribute to having a representative pool of candidates each year. Since Geographical Protocols for each U.S. region have been agreed to by the state associations in each region, there is an opportunity for a long-term view in identifying qualified candidates and in grooming future candidates. State associations are encouraged to work with affiliate organizations on identifying candidates that state associations and affiliate organizations can jointly endorse. In addition, states and affiliates are asked to provide underrepresented and minority groups with opportunities for participation and contribution to the nominations and election process to help them grow as leaders.

The nominations process highlights the importance of recruiting talented individuals from underrepresented segments into the local government management profession and into membership in state and affiliate associations and ICMA. It is critical to the local government management profession for ICMA and state associations to recruit a diverse membership, and for affiliate organizations to encourage membership in state associations.

### Procedures

These procedures have been established to help ICMA and the Regional Nominating Committees assess overall representation on the Board:

- ICMA Regional Vice Presidents will discuss plans for identifying candidates and to encourage attention to issues of diversity with the association boards for their states.

- There will be one deadline for all candidate submissions and petitions in all regions.
- Each Regional Nominating Committee and the Board will receive the list of all candidates and a statement on the diversity of the pool at an aggregate level, along with aggregate data on the diversity of the continuing board members, so that state and board leadership know how the candidate pool could contribute to achieving a diverse board for the coming year. This approach allows for additional recruitment of candidates if any gaps in representation surface.
- After the candidate deadline, the ICMA President will convene the chairs of the Regional Nominating Committees to review the process for the coming year.
- The ICMA President or designee, who will serve on all Regional Nominating Committees, will provide a national perspective on issues of diversity during the interview process.
- The Board, at its June meeting, will review the diversity in the make-up of the upcoming Board. This will allow the Board to identify any gaps to work on for the future.

### Expectations of Board Service

The Board is the governing body of ICMA (Association). The Board represents all members and is uniquely positioned to connect their priorities and issues to the policies of the Association. The Board also has the responsibility to encourage membership, to represent the priorities and strategies of the Association, and to solicit member feedback. It establishes the strategic direction of the Association and therefore plays a critical leadership role for the profession.

The Board is a working board that requires active participation and a commitment of significant time and effort from each member throughout the three-year term. This includes annual attendance at four board meetings as well as attendance at Regional Conferences and state association meetings. ICMA pays for almost all travel obligations of board members. The only exceptions are the annual conference and the member's own state association meeting. Board members are expected to champion priorities of the association, represent members in their geographic region, and recruit new members in their regions.

### Submission of Candidate Information for Consideration

All formal communications should occur by email and transmission of materials should be submitted to ICMA, as opposed to any individual members of Regional Nominating Committees or the Board. ICMA will share submissions with all members of the appropriate Regional Nominating Committee.

- All candidates are asked to provide a statement of no more than two pages on their qualifications for the position they are seeking and on their views of issues facing ICMA. Contributions to ICMA, state or country association or affiliate organizations should be included. Candidates also are asked to provide a resume with their statement.
- Members are encouraged to submit thoughtful letters of support that can improve their understanding of a candidate's qualities, achievements, and potential for contribution to the Board.
- Sitting board members may not provide any letters of support or endorsement.

- Regional Nominating Committee members may not provide personal letters of support or endorsement.
- Submission of candidates' expressions of interest, thoughtful letters of support (optional, but recommended), or petitions (only necessary to qualify to appear on election ballot if not selected by the Regional Nominating Committee) must be submitted by the established annual deadline. State or affiliate endorsements must be submitted no later than 30 days prior to the interview.

## Regional Nominating Committees

### Composition

In the five U.S. regions, all Regional Nominating Committee appointees/representatives must be ICMA members in good standing and should be currently serving in a full-time appointed position to a local government.

The Regional Nominating Committees in the five U.S. regions are composed of a representative of each state association that has an affiliation agreement with ICMA and a representative of each affiliate organization designated by the Board to participate in the nominations process. All representatives/appointees must reside in each respective region. The ICMA President (or designee) also serves on each Regional Nominating Committee.

**State associations:** Each primary state association that has an affiliation agreement with ICMA may designate a representative for its Regional Nominating Committee and may determine the selection of its representative. The state president, if an ICMA member, would presumably participate. Otherwise, the state president must appoint an ICMA member in good standing and in-service to local government to serve on the Committee.

**Affiliate organizations:** Each affiliate organization, designated as such by the Board for the purpose of governance, has the opportunity to identify a representative for each of the five U.S. Regional Nominating Committees. As of 2024, the Board has designated CivicPRIDE, the International Network for Asian Public Administrators (I-NAPA), Local Government Hispanic Network (LGHN), National Forum for Black Public Administrators (NFBPA), and National Association of County Administrators (NACA) as U.S. affiliate organizations, as well as ICMA's SheLeadsGov member committee representing women in the profession, as the groups that are asked to identify a representative.

All members on the Regional Nominating Committee for the International region will be from the International region with the exception of the chair or vice-chair of the International Committee who may be from any region.:

- Senior International VP (The VP may also serve as the ICMA President's designee).
- 2 or 3 former ICMA international board members.
- Chair and vice- chair of International Committee.
- 1 or 2 representatives from affiliated countries that have eligible members and, preferably, who are not represented by the Vice Presidents.
- The chair should be selected from a country with no current candidates.

## **Role of Regional Vice Presidents in the Regional Nominating Committee Process**

The Senior Regional Vice President for each region, in consultation with the two other Regional Vice Presidents, selects a Chair from one of the committee appointees. The Chair should reside in a state or country that is not part of the geographical rotation for that year.

The Senior Vice President for each region, has the responsibility to orient and prepare the Chair of the Regional Nominating Committee for the candidate interview process and will serve as a resource to the Chair during the interview process.

In the five U.S. regions, all three Regional Vice Presidents for each region observe the candidate interviews to provide continuity or to serve as a resource to the Committee. Regional Vice Presidents are not members of the Regional Nominating Committee, and therefore do not comment on candidates, raise questions, or vote. In the International region, the Senior Vice President is a member of the committee, can vote, and the two remaining Vice Presidents would observe the process to provide continuity as is the practice in the U.S.

## **Secretariats**

Regional Directors for each U.S. region will serve as secretariats to the Regional Nominating Committee by providing support to the Senior Regional Vice President as well as to the Regional Nominating Committee Chair. Regional Directors will provide reminders on state association and affiliate organizations' responsibilities, reinforce ICMA communications on the nominations process, ensure necessary materials are available to the Committee, and assist the Committee during candidate interviews and voting. Regional Directors are responsible for informing candidates and ICMA leadership on the outcome of the Committee's selection. Regional Directors are present for candidate interviews, but only in a secretariat capacity. Regional Directors are not members of the Regional Nominating Committee, and therefore do not comment on candidates, raise questions, or vote. In the International region, ICMA program staff will provide support to the Senior Vice President for the region.

## **Procedures**

Information provided to the Regional Nominating Committees prior to candidate interviews:

- Candidate statements and resumes; communications of support or endorsement.
- Twenty-year history of state/country representation on the Board (in assessing the impact of the state rotations, only the states or countries represented by Regional Vice Presidents applies, and not states or countries represented by presidential leadership).
- Spreadsheet on candidates (state/country, ethnicity, gender, position, size and type of local governments; Credentialed status).
- Profile of continuing board members with state/country, ethnicity, gender, position, and size and type of local government.
- In addition, in the U.S., designated affiliate organizations have the opportunity to provide information on those candidates who are also members of their organizations and their contributions.



Quorum to conduct business: A majority of eligible representatives will constitute a quorum.

Nomination of candidates: Each region is expected to identify at least two qualified candidates for interviews each year. This expectation also applies to those regions' Geographical Protocols that reserve a designated seat for a single state, e.g., California in the West Coast region and Texas in the Mountain Plains region. Individual state associations are encouraged to submit more than one candidate for consideration.

Interview process: Every candidate will be interviewed by the appropriate Regional Nominating Committee. These interviews may be held in conjunction with Regional Conferences or held virtually.

- If offered, candidates are encouraged to attend interviews in-person, but if that is not possible, virtual interviews will be allowed for candidates.
- Regional Nominating Committee members must be in attendance in order to submit questions or vote.
- Interviews will last 30 minutes with an allowance of a two-minute opening statement from candidates.

Interview questions: Questions will be developed annually by the Board to provide continuity across all regions. Each region will be given the opportunity to add one region-specific question to supplement the Board-approved questions.

Selection Process: A secret ballot process will be used, and decisions will require a majority vote from the Committee. If a Regional Nominating Committee has an even number of members and cannot break a tie vote, the President, or designee, will abstain from voting.

### **Evaluation of Candidates**

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 race, ethnicity, gender, and age. (Acknowledging that ICMA will continue to monitor other membership demographics such as population size, jurisdiction type, form of government)
- Demonstration of ethical behavior
- Support for the profession via work with ICMA, state/affiliate organizations or other organizations
- Commitment to follow the election guideline
- Quality or caliber for board service
- Participation in ICMA's Voluntary Credentialing Program, if eligible.

## Campaign Guidelines

ICMA has a long tradition of relying on the regional nominations process to identify a single nominee from among multiple candidates in a region. Historically, there has been a preference for relying on this process instead of having a competitive election ballot with active campaigning. However, should a member choose to campaign, they must follow these guidelines:

- It is inappropriate to use public resources to conduct a campaign.
- Campaigning at the annual conference is restricted. It is inappropriate to circulate petitions or campaign material or to use conference related venues for campaign purposes.
- It is inappropriate for members to contact regional nominating committee members individually.
- Candidates will not use ICMA social media channels or member communications such as Connect or LinkedIn, for campaigning.
- ICMA will make mailing labels available for campaigns at an at-cost rate. A sample of the campaign material must be provided ahead of time and no more than two communications may be sent. To comply with international privacy standards and ICMA's privacy policy, ICMA cannot provide lists of member e-mail addresses.
- ICMA committees and task force are not to endorse candidates for the Board.
- Candidates in a contested election are offered the option of submitting candidate statements of no more than 200 words for the online voting system. Since biographical information is already provided, candidates are urged to focus their remarks on how their experience relates to their proposed service on the board, what they would bring to the board that is unique, and their plans if elected. The statement should not mention any current or former ICMA member or other nominees from the region. ICMA staff may edit for grammar, punctuation, spelling, or length.

## General Schedule

Each year, a new schedule is approved by the Board for the coming election year. The information that follows provides a general timeline for the nominations and election process:

**Fall:** The call for nominations sent to all members through the *ICMA Leadership Matters* newsletter. Eligible members are also notified directly by email. State and country association and affiliate organization presidents are alerted to the upcoming process. Those associations with affiliation agreements in place are asked to designate a Regional Nominating Committee member. The ICMA President and staff will convene the Senior Vice Presidents to review their responsibilities.

**Winter:** The Senior Regional Vice President in each region will take the lead in identifying the Regional Nominating Committee Chair and convene each nominating committee to review the process. The Board will review and finalize interview questions.

**January:** Deadline for submission of all candidate materials and deadline for petitions. Candidate materials, profiles of continuing board members, and any petitions will be sent to Regional Nominating Committee members and the Board. The ICMA President will convene the chairs of the Regional Nominating Committees and the Senior Regional Vice Presidents by conference call to review the process for the year.

Spring: Interviews and nominee selection at the Regional Conferences or virtual meetings.

May/June: Election.

June board meeting: The Board will assess the overall process, make policy changes to enhance the process, approve the nominations schedule for the following year, and review the diversity in the make-up of the upcoming Board. The results of this review will then be shared with state and affiliate organizations as well as with the membership.

Summer: Incoming Board orientation.

Annual conference: Incoming Board induction.

## APPENDIX A: BOARD STATEMENTS ON ENHANCING THE PROCESS

June 2016

### ICMA Board update to the membership: Fostering the Next Generation

The ICMA Executive Board places a high value on fostering a new generation of innovative, positive and principled leaders in local government management. This future is one that will require greater local action and a diverse and inclusive membership that reflects the make-up of our communities. The Board, with its partners LGHN, NFBPA, and ICMA-RC, have taken significant steps to meet that goal and there are a number of positive signs that bode well for the profession as we make our way into the third decade of the 21<sup>st</sup> century. However, the Board acknowledges that more can be done and is committed to providing the leadership necessary to see this task through.

Over the years, the Board has worked arduously to implement policies and guidelines that would attract strong, principled individuals to the profession. In the past year alone, the Board has successfully brought on ICMA-RC as a partner to underwrite the membership dues of ICMA collegiate student chapters around the country. The results are already tangible with a 21% increase in chapters in the span of only a few months. The Board expects this number to rise significantly over the next several years. The Board signed new partnership agreements with IHN and NFBPA that include membership advantages such as a joint dues structure and co-sponsorship of conference educational sessions. The Board also instituted a new flat fee dues structure for department directors. Since implementing the new rate in July 2015, we have increased membership in this category by 55%.

The Board continues to support the ICMA Local Government Management Fellow program and encourages local governments to fund and hire fellows to provide an in-road for students seeking access into a public management career. To date, 30 local governments host 46 fellowships. Similarly, ICMA's student scholarship program for ICMA conference attendance offers yet another opportunity for a young person to make the necessary connections that could prove to be the difference in effectively building one's career. Additionally, the Board entered into an agreement to offer the CAL-ICMA Coaching program nationwide to provide professional development and career coaching at no cost to participants.

In 2015, the Board adopted many of the recommendations from the Task Force on Women and the Task Force on Inclusiveness. Work continues to further implement those recommendations in FY 2017.

Although much has been accomplished thanks to the support of the ICMA membership, there is still more that can be done. The Board is only as effective as its individual members. To that end, the Board encourages the association's members to seriously consider being candidates for the Board.

The Board is comprised of 18 members from the United States and 3 International members. Membership on the Board is determined by a nominating process that is meant to provide the states and international members with the greatest voice in the selection of who represents the membership on the Board in any given year. This is critically important since the Board deals with those issues and needs that are the core values of the local management profession. These may be practiced differently across this country and abroad. The Board does not unilaterally choose Board members. Rather, this selection is done in the ICMA regions by representatives of the various State Associations, NACA, LGHN, NFBPA, and the Board President. However, the Board does provide guidance and encouragement to the regions on the selection process and the importance of selecting nominees who fully represent all of our organization's members. ICMA's affiliate organizations, IHN, NFBPA and NACA, are also encouraged to recruit and encourage potential candidates to submit their application for consideration.

The most inclusive board membership would include males and females, young professionals, seasoned professionals, people of color and varied ethnic backgrounds, Caucasians and managers/assistants representing communities of small and large populations and everything in between. Though laudable in its intent, it is not necessarily possible to address each of these priorities each year when only six new board members are selected for each three-year term. In addition to providing a diverse pool of board members each year, there is also a need to provide for a selection process that includes opportunities for every state and every international member nation to participate fully in selecting an individual they believe will best represent their regional issues and needs. Furthermore, there is a rotational process that by its very nature may not provide annually a very diverse candidate pool if the states whose turn it is, do not have a large pool of diverse candidates serving in manager or assistant roles. The decision is made at the time to nominate the best candidates from each region and sometimes the region itself is not very diverse.

Serving on the Board is also a very personal choice for managers and assistants. Not only are there the overarching considerations that the states and the Board have each year for promoting diversity, but every potential nominee has to make the decision to become a candidate based on very personal circumstances. Depending on the geographic rotational process in place in any particular region, a given year may generate a demographically different set of candidates. Perhaps the best view of the Board's diversity is a long-term view. When viewed over the last ten years—for example—the Board's make-up has been significantly diverse. However, more can and should be done to foster a new wave of candidates to lead us into the future. The Board is committed to that goal.

To that end, the Board will host a "What it Takes to Be an ICMA Executive Board Member" session at the 2016 annual conference. It is hoped that this session will help raise awareness of the process and elicit interest from those that may not have previously considered board work. At the grass roots level, the Board encourages all ICMA members to promote the career of local government management to young professionals and support and encourage M.P.A. student programs to the greatest extent possible and to encourage engaged professionals to participate on ICMA committees, task forces and to attend the annual conference and regional summits. Anyone considering board

service should feel free to contact any past or present Regional Vice President for input and advice. In addition, the Board will include a discussion on board diversity on agendas at least twice per year. The Board will also discuss the possibility of requiring potential candidate names one month prior to the actual deadline for submission of nominees in order to ensure that the candidate meets all of the rotational requirements that relate to the qualification of potential candidates to serve.

It is expected that the cumulative impact of these actions will provide for the greatest opportunity to reach the goal of board diversity to the fullest extent possible and that a long-term view of these efforts will be the best measure of “success.”