DRIVING THE FORCE OF WOMEN IN MUNICIPAL MANAGEMENT: THE 16/50 PROJECT

A project of the Michigan Municipal League

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Membership Engagement
Michigan Municipal League
How soon will we live and regularly travel to Mars?
According to a 2016 Rockefeller Foundation Study:

1 in 4 Americans believe *that* will happen before women make up 50% of Fortune 500 CEOs.

Women make up about 7% now.
The Top Jobs Where Women Are Outnumbered by Men Named John

By CLAIRE CAIN MILLER, KEVIN QUEALY and MARGOT SANGER-KATZ  APRIL 24, 2018

Fortune 500 chief executives who are women

Fortune 500 chief executives named John

The number of chief executives named John — a group that is overwhelmingly white — is very similar to the number of female executives. There are even more Jameses.

Women make up over 50% of Michigan’s population, but just 16% of our municipal managers.

**The Elected Officials Impact**

With access to all local elected officials in Michigan through the League, 16/50 is uniquely situated to address the inherent bias women face in the selection process through awareness and education efforts.

**Professional Development for Advancing Women**

By providing women with content, tools, and opportunities that help serve their specific needs, 16/50 is developing strong local managers – and strong local communities.

**Developing Tomorrow’s Municipal Leaders**

16/50 is proactive in outreach and recruitment to help bring a new generation of women graduates to the profession and encourage those just getting started.
The Women’s Municipal Leadership Program is an opportunity for aspiring women to advance their skills and hone their leadership abilities on the path to becoming strong local managers.

- 5-month transformational development opportunity
- Critical topic training + leadership development
  - Municipal Budgeting & Finance
  - Economic Development
  - Council-Manager Relationships
  - Interviewing & Negotiating
- Interactive panel discussions with current managers
- Mock interviews with real-time feedback for each participant
- Resource education + connection
I am hoping that this program will help me to demonstrate that I have the necessary skills and training to fully bridge this gap into a top leadership position.

2018 & 2019 Applicants

- Nearly 100 applicants/year
- Class size: 25-30 participants
- 20% of applicants were current departments heads
- 10% of applicants were serving in finance capacity
- 10% of applicants were serving as clerks
“Part of that was the education in areas that I didn’t feel were my expertise, like finance. It gave me greater confidence that I do have some familiarity on this. I felt better moving forward and speaking about the critical skills needed to secure a city manager position.”

“I was lagging back. I wasn’t confident enough to apply. I think I would have done it eventually, but not as quickly as I did. It made me more confident.”

“I had been an interim city manager twice, and my confidence level wasn’t where it should be. After this class, I was afforded another opportunity and I was chosen for that top position.”

“The WMLP has made me even more confident in my skills, while helping me to gain insight into areas where I still have opportunities for development & growth.”
SUCCESS STORIES

Kim Awrey
Asst. City Manager
City of Gaylord, MI

Ellen Glass
City Manager
City of Linden, MI

Courtney Magaluk
City Manager
City of Scottville, MI

Frances McMullan
City Manager
City of Ypsilanti, MI
1. Catalyze key stakeholders
   Develop an A-team of ambassadors, supporters, and experts.

2. Identify barriers outside professional development
   Beyond development, what other challenges exist?

3. Develop a holistic approach
   Use existing structures to transform awareness toward action.
THANK YOU

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ADVANCING WOMEN IN LOCAL GOVERNMENT LEADERSHIP

Northwest Women’s Leadership Academy
Kristi Rowland, Organizational Development, Redmond, WA
Rachael Fuller, City Manager, Hood River, OR
Kellye Mazzoli, Assistant City Manager, Bothell, WA
HOW DO OREGON + WASHINGTON COMPARE?

DATA COMPILED BY ICMA AND PRESENTED IN THE APRIL 2019 WEBINAR: INTEREST, CONFIDENCE, RISK, REWARD: GETTING MORE WOMEN INTO LOCAL GOVERNMENT MANAGEMENT POSITIONS
NW Women’s Leadership Academy
Oregon and Washington

A network and program to advance women from a variety of backgrounds in local government into leadership roles.
Purpose

• Deliver practical training targeted to career advancement

• Build awareness of talent throughout the state

• Create tiered leadership opportunities for women:
  ➤ Cohort
  ➤ Steering committee, co-chair model
  ➤ Instructor

• Create a network of support for women in local government
Our path

1. Form steering committee
   City Managers and Assistant City Managers

2. Conduct research
   Interviews with potential cohort members and City Managers

3. Engage state organization
   Summer conference Board engagement

4. Launch pilot project
   Second cohort began September 2019
OREGON 2019/20 CURRICULUM

LEADERSHIP DEVELOPMENT –
UNDERSTANDING YOUR STRENGTHS
AND LEADERSHIP STYLE

RELATIONSHIP WITH THE GOVERNING
BOARD/LAND USE IN OREGON

HUMAN RESOURCES/LABOR RELATIONS
101/EMPLOYEE ENGAGEMENT

PROCESS IMPROVEMENT/BUDGET +
FINANCE

INTERVIEWING + NEGOTIATION/
RESUME + COACHING WORKSHOP/
DIVERSITY, EQUITY, INCLUSION

WOMEN IN LEADERSHIP

WASHINGTON 2019/20 CURRICULUM

INSPIRING YOUR LEADERSHIP

PRODUCTIVE RELATIONSHIPS WITH THE
GOVERNING BODY

FINANCE + BUDGET

CRITICAL RELATIONSHIPS +
CONVERSATIONS IN YOUR
ORGANIZATION/
NAVIGATING MANAGEMENT OF
OPERATIONS OUTSIDE YOUR EXPERTISE

SUCCESS AS A WOMAN LEADER +
EXECUTIVE / LIFE BALANCE, BUILDING
CONFIDENCE + SELF AWARENESS

HOW TO GET THE JOB/LEADERSHIP
NEXT STEPS

#ICMA2019
I now see myself advancing further... and the academy gave me more insight on where I could go in the future.

Feedback from the 2018 cohort

- Increased confidence in applying for a stretch position
- Increased strength of her network
- Taken on additional leadership opportunity at work
- Career aspirations have changed
Attending the academy boosted my confidence. I was really inspired by stories of how other women found their career paths.

What we are learning

- Timing is everything
- Engage a strong steering committee
- Provide consistent leadership curriculum

Next steps

- Expand role of steering committee
- Engage sponsorships
- Institutionalize academy
How you can help

Support professional development and networking opportunities for women

Institutionalize these opportunities

Start a conversation about how to support women in your organization
Contact information

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