

ICMA

ICMA UNIVERSITY
PROGRAM CATALOG
September 2018 – October 2019





WHY ICMA UNIVERSITY

Local government managers and leaders require a new and improved skill set that includes building collaborative partnerships across all sectors—residents' groups, neighboring communities, and governments at all levels, as well as private and nonprofit organizations. They must be adept and willing to seek expertise and resources outside the bounds of their own organizations. Community demands for services are increasing. State and federal funding for local government is at an all-time low. And to complicate matters is a growing list of difficult social and economic issues that transcend geographic boundaries. Now more than ever, local governments are on their own to find sufficient resources or solutions to fully meet their communities' wide-ranging needs.

To meet those demands and to provide those resources, ICMA University offers a worldwide learning community of local government professionals and provides training programs for all career stages.

Through ICMA University leadership and professional development programs, your new and improved leadership skills will help you build social capital and foster connection between people to encourage commitment to each other and to the community. You'll learn how to develop creative solutions to community problems, which should better position you to promote community resiliency in the face of economic, environmental, social, or natural disasters.

With professional and leadership development through ICMA University, you'll lead the way and thrive in your career.

ICMA University is committed to providing the professional development support you need throughout your local government career. Our professional and leadership development programs combine cutting-edge theory and research with practical skills development, providing you with the knowledge and proficiencies needed to change and shape your career and your organization.

ICMA University Essentials

ICMA University's entire program is based on the *Practices for Effective Local Government Leadership*, a set of competencies and skills developed by ICMA members and considered essential for every local government manager seeking comprehensive leadership and professional development.

Our Participants

Thousands of professionals attend ICMA University programs and workshops throughout the year. Whether you're a city or county manager working to get your Credentialed Manager designation or just starting out in your local government career, ICMA University has a broad curriculum of courses delivered in a variety of formats. Whether you're fresh out of graduate school or a seasoned manager—ICMA University offers a range of career development opportunities at every stage of your career.

Our Instructors

In addition to ICMA staff, workshop instructors include academics, consultants, and practitioners. ICMA University also leverages the resources of ICMA's membership of over 12,000 local government management professionals, who bring hands-on real world understanding and experience.

Our Lifelong Network

Our leadership and professional development programs build lasting connections of local government leaders who share common issues—both personally and professionally. Many past ICMA University participants report that our engaging and intensive learning programs have maximized their opportunities to network and exchange ideas with their colleagues, increased their capacity, and allowed them to bring fresh perspective to their communities.

CAREER STAGE GUIDE AT-A-GLANCE

Use our Career Stage Guide to help find your way. Each career stage includes a personalized plan for achieving your professional goals. Find programs that confront your greatest challenges, including changes in the workforce, advances in technology, ethical and leadership dilemmas, and staff learning needs. Take charge of your career path today!



STUDENT | Students | Interns

- Local Government Management Fellowship** *(see page 10 for detailed information)*
- Emerging Leaders Development Program** *(see page 11)*
- ICMA Regional Conferences - scholarships available for Student Chapter Members** *(see page 17)*
- 105th ICMA Annual Conference in Nashville/Davidson County, Tennessee - free to Student Members** *(see page 18)*
- ICMA Virtual Annual Conference Archives - free to Student Members** *(see page 18)*
- Local Government 101 Online Certificate Program** *(see page 23)*
- Webinar Subscription Program - free to Student Members** *(see page 27)*
- ICMA Coaching Program Webinars - free** *(see page 28)*
- Mini Workshops** *(see page 33)*
- ICMA University Skill-Building Workshops** *(see pages 34-37)*
- Other Professional Development Sessions** *(see page 38)*



EARLY CAREER PROFESSIONAL

Local government professionals in the first seven years of their careers

- Local Government Management Fellowship** *(see page 10 for detailed information)*
- Emerging Leaders Development Program** *(see page 11)*
- Leadership ICMA** *(see page 12)*
- ICMA Regional Conferences** *(see page 17)*
- 105th ICMA Annual Conference in Nashville/Davidson County, Tennessee** *(see page 18)*
- ICMA Virtual Annual Conference Archives** *(see page 18)*
- Local Government 101 Online Certificate Program** *(see page 23)*
- Local Government 201 Online Certificate Program** *(see page 24)*
- Ethics 101 E-Course** *(see page 25)*
- ICMA University Online Programs** *(see pages 20-28)*
- Webinar Subscription Program** *(see page 27)*
- ICMA Coaching Program Webinars** *(see page 28)*
- Mini Workshops** *(see page 33)*
- ICMA University Skill-Building Workshops** *(see pages 34-37)*
- Other Professional Development Sessions** *(see page 38)*



MID-CAREER MANAGER

Mid-Career Managers | Department Heads
Veterans | Experienced managers new to
local government

- Leadership ICMA** (*see page 12 for detailed information*)
- Mid-Career Managers Institute** (*see page 13*)
- ICMA SEI Leadership Institute** (*see page 16*)
- ICMA Regional Conferences** (*see page 17*)
- 105th ICMA Annual Conference in Nashville/Davidson County, Tennessee** (*see page 18*)
- ICMA Virtual Annual Conference Archives** (*see page 18*)
- Local Government 101 Online Certificate Program** (*see page 23*)
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- ICMA University Skill-Building Workshops** (*see pages 34-37*)
- Other Professional Development Sessions** (*see page 38*)



EXECUTIVE

Chief Administrative Officers
Deputies | Assistants

- Gettysburg Leadership Institute** *(see page 14 for detailed information)*
- Williamsburg Leadership Institute** *(see page 15)*
- ICMA SEI Leadership Institute** *(see page 16)*
- ICMA Regional Conferences** *(see page 17)*
- 105th ICMA Annual Conference in Nashville/Davidson County, Tennessee** *(see page 18)*
- ICMA Virtual Annual Conference Archives** *(see page 18)*
- Legacy Leaders** *(see page 19)*
- ICMA University Online Programs** *(see pages 20-28)*
- Webinar Subscription Program** *(see page 27)*
- ICMA Coaching Program Webinars** *(see page 28)*
- Mini Workshops** *(see page 33)*
- ICMA University Skill-Building Workshops** *(see pages 34-37)*
- Other Professional Development Sessions** *(see page 38)*
- ICMA Voluntary Credentialing Program** *(see page 39)*



ENCORE PROFESSIONAL

Encore Career | Retired

- Gettysburg Leadership Institute** *(see page 14 for detailed information)*
- Williamsburg Leadership Institute** *(see page 15)*
- ICMA SEI Leadership Institute** *(see page 16)*
- ICMA Regional Conferences** *(see page 17)*
- 105th ICMA Annual Conference in Nashville/Davidson County, Tennessee** *(see page 18)*
- ICMA Virtual Annual Conference Archives** *(see page 18)*
- Legacy Leaders** *(see page 19)*
- ICMA University Online Programs** *(see pages 20-28)*
- ICMA Coaching Program Webinars** *(see page 28)*
- Mini Workshops** *(see page 33)*
- ICMA University Skill-Building Workshops** *(see pages 34-37)*
- Other Professional Development Sessions** *(see page 38)*
- ICMA Voluntary Credentialing Program** *(see page 39)*

FIND THE RIGHT PROGRAM FOR YOU

Leadership Development Programs

These programs offer participants interactive learning, superlative instructors, networking with colleagues, and engaging discussions of key management and leadership issues. Participants will enhance their leadership and management skills while forming a collegial learning community with their peers. Enrollment in these programs is limited to foster small group learning communities of future leaders.

Webinars & E-Learning

ICMA University Online Programs—webinars, e-courses, certificate programs, and more—all on a brand-new state-of-the-art online classroom—so you can address local government fundamentals, best practices, and trending topics.

Certificate Programs

Certificate programs provide local government professionals with focused learning that is centered around specific topic areas or skill sets. ICMA's certificate programs will help you grow in your understanding of practical concepts and leadership qualities essential to running local governments.

Skill-Building Workshops

ICMA is committed to providing workshops that are affordable, accessible, and designed to meet the specific needs of local government professionals. Each workshop is based on the *Practices for Effective Local Government Leadership*. These can also be used to meet annual professional development requirements as outlined in the guidelines for Tenet 8 of the ICMA Code of Ethics.

Other Informational and Professional Development Sessions

In addition to ICMA University workshops and mini-workshops, ICMA also offers other informational or professional development sessions that you can bring to your local government, affiliate association meeting, or other setting.

Voluntary Credentialing

The ICMA Voluntary Credentialing Program recognizes professional local government managers qualified by a combination of education and experience, adherence to high standards of integrity, and an assessed commitment to lifelong learning and professional development.



LEADERSHIP DEVELOPMENT PROGRAMS



Date:

Application process opened September 2018



Cost:

N/A

PARTICIPANTS



Local Government Management Fellowship

icma.org/lgmf

Summary: 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 position, shaped by direct mentorship under senior government leaders and rotational assignments

Key Benefits: Fellows develop real-world management skills while participating in meaningful and important local government projects as well as receive direct mentorship from senior local government managers.

Format: This is an annual fellowship program with a fall application process for spring/summer placement. Recent graduates and graduating students enrolled in public administration, public policy, or related master's degree programs at NASPAA-member schools are eligible to apply to this fellowship.

Recent graduates and students enrolled in public administration, public policy, or related master's degree programs at NASPAA-member schools graduating in this academic year are eligible to apply to this fellowship program.



Date:

Application deadline for spring cohort to be announced



Cost:

\$500 for members

\$800 for nonmembers

PARTICIPANTS



Emerging Leaders Development Program (ELDP)

icma.org/eldp

Summary: Through a unique format that blends monthly teleseminars with senior credentialed manager mentors and public administration professors, the two-year ELDP minimizes your time away from work and maximizes your local government expertise.

Key Benefits: ELDP is designed to help early- to mid-career professionals build knowledge, skills, and abilities in the basic management and technical topics that managers need to be successful.

Format: Teleseminar

Completion of ELDP will count as six months of executive experience credit towards becoming a Credentialed Manager. To earn this credit, participants must complete a Management Application Project, supervised by a local government mentor.



**Date:**

December 2018 -
September 2020;
application deadline
is October 12,
2018

**Cost:**

\$1,750 per year
plus travel costs

PARTICIPANTS

Leadership ICMA

icma.org/leadership-icma

Summary: Leadership ICMA is an intensive, two-year program available exclusively for ICMA members. The program has helped early- and mid-career professionals who have demonstrated significant leadership potential to expand and enhance their true leadership abilities. The first year is dedicated to leadership development, and the second year focuses on application in the form of a peer consulting capstone project.

Key Benefits: Participants will develop the skills needed for successful leadership, including personal leadership; integrity, and ethics; team building; and advocacy, analytical skills, community building, communication, and strategic planning. The program is intended to benefit the individual, the community, and the profession.

Format: This program uses both annual in person learning experiences and monthly teleconference calls.

Successful completion of the program is celebrated with a special certificate and membership in the Leadership ICMA Alumni Association, as well as one year of executive experience credit towards becoming a Credentialed Manager.

**Date:**

Applications are accepted on a rolling basis; program begins each year at the Spring Regional Conferences

**Cost:**

\$1,795 for members and nonmembers

Registration for both the Regional Conferences and the ICMA Annual Conference are included in tuition.

PARTICIPANTS

Mid-Career Managers Institute

icma.org/mcmi

Summary: ICMA identifies mid-career as those who hold leadership positions in their organizations, military, public/private sector, and academies as well as managers/assistants/department heads not ready to be credentialed but looking for their next challenge. The Institute also provides a focused educational experience for members already credentialed.

Key Benefits: The Mid-Career Managers Institute enhances and develops participants' leadership abilities and effectiveness. This is accomplished by providing: a 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.

Format: In-Person and Conference Call

Completion of the Institute will count as six months of executive experience credit towards becoming a Credentialed Manager. To earn this credit, participants must complete a Management Application Project, supervised by a local government mentor.

**Date:**

May 15-17, 2019

**Cost:**

\$975 for members

\$1,075 for nonmembers

Team rates are available

PARTICIPANTS

Gettysburg Leadership Institute

icma.org/gettysburg

Summary: Each year, a small group of no more than 30 senior local government managers meet for two-and-a-half days to study the leadership lessons of Gettysburg. This is a unique opportunity to join colleagues in an exploration of personal leadership, organizational effectiveness, and the lessons of history.

Key Benefits: Study good and bad examples of leadership, the importance of communication, leading by example, recognizing and appropriately utilizing talent and skill, and understanding the benefits and limitations of the tools and resources available.

Format: In-Person



**Date:**

October
28-31, 2018

**Cost:**

\$975 for
members

\$1,075 for
nonmembers

Team rates
available

PARTICIPANTS

Williamsburg Leadership Institute

icma.org/williamsburg

Summary: Today's best leaders have a deeper appreciation and fresh perspective on change, civility, continuity, values, and leadership. In this program, you'll discover the relevance of lessons learned in Williamsburg in the 1770s and compare them with what is happening in our communities today. This transformative experience will enable you to become the type of leader that provides residents with the best tools and information to create a well-informed and involved community.

Key Benefits: Leadership lessons begin as you talk with fellow citizen Thomas Jefferson, and continue with first-hand experiences, including time in George Wythe's classroom discussing the political and cultural unrest as our nation was formed.

Format: In-Person



**Date:**

June 1–8, 2019

**Cost:**

\$4,695 for members

\$5,095 for nonmembers

Fee includes all program costs, tuition, materials, special events, and most meals. It does not include travel or lodging.

PARTICIPANTS

ICMA SEI Leadership Institute

icma.org/sei

Summary: Sponsored by ICMA University and University of Virginia, this special Senior Executive Institute (SEI) “super session” is a unique opportunity for you to experience the core of the two-week SEI program packed into one week. You will spend valuable class and networking time with members of the “next gen” Leadership ICMA class and with other senior executives and assistants.

Key Benefits: As a participant in the program, you will take away these important benefits: extensive peer-level and “next gen” communication, expanded knowledge, and professional recognition.

Format: In-Person



Dates:

- February 27–March 1, 2019
- March 20–22, 2019
- March 27–29, 2019
- April 3–5, 2019
- May 8–10, 2019



Cost:

\$329 for members

\$429 for nonmembers

International Regional Conference is complimentary (travel costs only)

PARTICIPANTS



ICMA Regional Conferences

icma.org/regionalconferences

Summary: Each year, ICMA Regional Conferences are planned in six regions: Southeast, Mountain Plains, West Coast, Midwest, Northeast, and International. The conferences offer an opportunity to pursue professional development, network with colleagues within your region, as well as participate in an ICMA University workshop, discuss ICMA issues and programs, and provide feedback to the ICMA Executive Board and staff.

Key Benefits: As a participant, you will attend workshops on the topics of innovation, equity and inclusion, leadership, and more.

Dates: Southeast Region: February 27-March 1, 2019 | West Coast Region: March 20–22, 2019 | Mountain Plains Region: March 27–29, 2019 | Northeast Region: April 3–5, 2019 | Midwest Region: May 8–10, 2019 | International: TBD

Format: In-Person

**Date:**

October
20–23, 2018

**Cost:**

Varies

PARTICIPANTS

105th ICMA Annual Conference and Virtual Conference - Nashville/Davidson County, Tennessee

icma.org/conference

Summary: Each year, through its highly praised Annual Conference, ICMA offers an abundance of educational, information-sharing, and networking tools to help you manage your community in today's complex environment. Especially in challenging times such as these, the tools, tips, information, and resources you pick up at the conference—in addition to the opportunities for professional and personal renewal and networking—are more important than ever.

Key Benefits: Based on a program developed by the Conference Planning Committee, the Annual Conference offers a variety of opportunities to help fulfill your commitment to career-long learning. The conference features stimulating daily keynote presentations, afternoon featured speakers, informative concurrent educational and Solutions Track sessions, interactive round-table discussions, skill-building ICMA University workshops and forums, films, and assorted field demonstrations. Engaging session formats and presentation styles, combined with the use of social media and other technologies, will maximize your opportunities to network, exchange ideas with colleagues, and learn innovative ideas and practical strategies to deal with the challenges facing local governments today.

Format: In-Person and Online



Date:
Ongoing



Cost:
Free

PARTICIPANTS



Legacy Leaders

icma.org/legacyleaders

Summary: You've devoted your career to local government management and improving the communities where you've served. ICMA invites you to become a "Legacy Leader" and help enrich the profession by mentoring the next generation, supporting their professional development, and encouraging them to belong to ICMA as the professional organization that meets their unique needs.

Key Benefits: Credentialed managers who fulfill select commitments each year will belong to the Legacy Leaders in honor of the legacy you bring to the profession every time you advise a young professional from your community or another community about the rewards of life in the local government trenches.

Format: Phone Calls and E-mail





WEBINARS & E-LEARNING



Date:

Ongoing



Cost:

\$149 for members

\$249 for nonmembers

Annual webinar subscription available for \$695

Webinars

icma.org/events

Our webinars are designed to help give you what you need to stay ahead in the profession.

Cost: Ranges from free sponsored webinars open to all, to free members-only webinars, to paid webinars at \$149 for members and \$249 for nonmembers. Annual webinar subscription available for \$695. For paid webinars or subscriptions, you are encouraged to fill a conference room to provide continuing education to your team at no extra charge.

Format: Live and On Demand

PARTICIPANTS



**Date:**

Spring 2019;
dates subject to
change

**Cost:**

\$795 for
members;
this is a group
rate for all staff

\$1,095 for
nonmembers;
this is a group
rate for all staff

PARTICIPANTS

Webinar Series: Effective Supervisory Practices

icma.org/ESPseries

Summary: This interactive webinar series will demonstrate principles covered in *Effective Supervisory Practices (5th Edition)*. Hosted by experienced managers and local government experts, this program is designed to impart real-life experience, best practices, and sound advice in the areas most important to a manager's day-to-day role.

Key Benefits: Through live or on demand webinars, this series helps attendees learn the difference between leading and managing while acquiring the tools to assist with effective communication; establishing priorities; hiring and mentoring staff; fostering a safe, harassment-free work environment; and building a highly functioning team.

Format: Live and On Demand

Participants: New Supervisors

**Date:**

June – July, 2019;
dates subject
to change

**Cost:**

\$395 for
member; this is a
group rate for
all staff

\$695 for
nonmember; this
is a group rate
for all staff

PARTICIPANTS

Webinar Series: A Budgeting Guide for Local Government

icma.org/budgetingguidewebinars

Summary: This three-part webinar series takes a forward-looking, strategic approach to budgeting while showing you how to improve the process and promote economic vitality in your community.

Key Benefits: Based on ICMA's *A Budgeting Guide for Local Government*, this series will discuss budgeting and the budgeting cycle; budget preparation and legislative approval; managing conflict through a budget policy; executive implementation; financial controls, communication, and compliance; accounting and auditing; capital budgeting; and performance measurement.

Format: Live and On Demand

**Date:**

Ongoing

**Cost:**

\$1,495 for members

\$2,495 for nonmembers

\$500 for ICMA student members with coupon code ICMASTUDENT

PARTICIPANTS

Local Government 101

icma.org/lg101

Summary: Local Government 101 is an interactive online certificate program designed to help new and mid-career managers, assistant managers, and even career-changers new to local government, gain the competitive edge in leading their communities and advancing their careers.

Key Benefits: Local Government 101 goes back to the basics—grounding local government professionals in those key skills and practices that are the foundation of becoming an effective local government manager: leadership, management, service delivery, budgeting, and human resources.

Format: Live and On Demand | Five-course, 15-session program

Graduates earn an ICMA Professional Certificate in Local Government Management.



**Date:**

Ongoing

**Cost:**

\$1,495 for members

\$2,495 for nonmembers

\$500 for ICMA student members with coupon code ICMASTUDENT

PARTICIPANTS

Local Government 201

icma.org/lg201

Summary: This interactive online certificate program is designed to help new and mid-career managers, assistant managers, and even career-changers new to local government, go beyond the basics and gain a deeper understanding of key focus areas in local government management. Taught by a team of seasoned local government managers and experts, this program moves beyond theory and focuses on sharing experiences of how the job actually gets done.

Key Benefits: With the Local Government 201 Online Certificate Program, you will gain a practical understanding of core topic areas that are essential to becoming an effective local government manager: effective communication; public safety; community building; organizational development; and leadership.

Format: Live and On Demand | Five-course, 15-session program

Prerequisite: Completion of LG 101 or 5 years of experience in local government management is a prerequisite for taking LG 201.

Graduates earn a Level 2 Professional Certificate in Local Government Management.

**Date:**

Ongoing

**Cost:**

\$59 for members

\$85 for nonmembers

Discount pricing available for large groups

PARTICIPANTS

Ethics 101 E-Course

icma.org/ethics101

Summary: With ICMA's Ethics 101 e-course, you can strengthen your jurisdiction's ethical culture by making sure that your staff has a proper grounding in your organization's values and can deal with ethics issues that arise on the job. Ethical conduct by all employees is essential for an organization to succeed and prosper.

Key Benefits: With discount pricing for large groups, this self-paced e-course is designed to help jurisdictions provide a basic level of ethics training for all employees below the department head level.

Format: On Demand | This self-paced program contains eight modules that can be accessed online from work or home.

Upon completion of a final assessment with a score of 70 percent or higher, employees will be able to print certificates of completion as a record of their progress in the course.

**Date:**

Ongoing

**Cost:**

Varies depending upon package chosen

PARTICIPANTS

International Online Learning

icma.org/international-online-learning

You don't have to travel to take advantage of ICMA University Certificate Programs. With programs like Local Government 101/201 and Effective Supervisory Practices now available to the international community, local government professionals have access to highly popular training programs that ground them in the fundamentals of running communities in an efficient, effective manner.

Format: Online

**Date:**

Ongoing

**Cost:**

\$695 for members only; you are encouraged to fill a conference room to provide continuing education to your team at no extra charge; FREE to ICMA student members (visit icma.org/students for details)

PARTICIPANTS

Webinar Subscription Program

icma.org/webinarsubscription

Summary: Now, members can maximize their membership benefits and training budget all while staying on top of emerging trends and issues facing local government. With our ENHANCED Webinar Subscription Program, you and your staff can now have year-round access to subject matter experts and industry-leading education delivered right to your desk or conference room.

Key Benefits: The Webinar Subscription Program gives members access to more than two dozen 90-minute webinars a year and addresses key areas such as budgeting, public safety, community engagement, human resources, and council-manager relations. With our new online classroom, these webinars now come with 90-day on-demand access, making it even easier to stay on top of trends in the profession and to master new skills. Many members even create learning events around webinars—hosting their teams in a conference room for viewing and discussion.

Format: Live and On Demand

**Date:**

Ongoing

**Cost:**

Free

PARTICIPANTS**COACHES**

ICMA Coaching Program Webinars

icma.org/coaching

Summary: This program provides resources on leading practices and career development to local government professionals nationwide and to a growing global community in service. The program uses the knowledge and expertise of experienced managers and leaders to inspire, support, and guide emerging and mid-career professionals.

Key Benefits: The program connects professionals at all levels looking for personalized mentoring with experienced executives and subject matter experts to share leading practices and new or different perspectives through direct 1-to-1 Coaching. Working with coaches dedicated to the development and advancement of professional local government management talent and those new to the profession, 1-to-1 Coaching encourages both formal and informal coaching relationships by providing development resources to build and enhance skills. These include guidebooks; the ICMA online matching service, CoachConnect™, with more than 200 coaches; six live webinars annually spotlighting leading practices on key topics from local government professionals throughout the United States; and more than 10 years of archived webinars.

Format: Live Webinars; One-to-one coaching



CERTIFICATE PROGRAMS



Date:

Application deadline for spring cohort to be announced



Cost:

\$500 for members

\$800 for nonmembers

PARTICIPANTS



Emerging Leaders Development Program (ELDP)

icma.org/eldp

Summary: Through a unique format that blends monthly teleseminars with senior credentialed manager mentors and public administration professors, the two-year ELDP minimizes your time away from work and maximizes your local government expertise.

Key Benefits: ELDP is designed to help early to mid-career professionals build knowledge, skills, and abilities in the basic management and technical topics that managers need to be successful.

Format: Teleseminar

Completion of ELDP will count as six months of executive experience credit towards becoming a Credentialed Manager. To earn this credit, participants must complete a Management Application Project, supervised by a local government mentor.

**Date:**

Applications are accepted on a rolling basis; program begins each year at the Spring Regional Conferences

**Cost:**

\$1,795 for members and nonmembers

Registration for both the Regional Conferences and the ICMA Annual Conference are included in tuition

PARTICIPANTS

Mid-Career Managers Institute

icma.org/mcmi

Summary: ICMA identifies mid-career as those who hold leadership positions in their organizations, military, public/private sector, and academies as well as managers/assistants/department heads not ready to be credentialed but looking for their next challenge. The Institute also provides a focused educational experience for members already credentialed.

Key Benefits: The Mid-Career Managers Institute enhances and develops participants' leadership abilities and effectiveness. This is accomplished by providing: a 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.

Format: In-Person and Conference Call

Completion of the Institute will count as six months of executive experience credit towards becoming a Credentialed Manager. To earn this credit, participants must complete a Management Application Project, supervised by a local government mentor.

**Date:**

Ongoing

**Cost:**

\$1,495 for members

\$2,495 for nonmembers

\$500 for ICMA student members with coupon code ICMASTUDENT

PARTICIPANTS

Local Government 101

icma.org/lg101

Summary: Local Government 101 is an interactive online certificate program designed to help new and mid-career managers, assistant managers, and even career-changers new to local government, gain the competitive edge in leading their communities and advancing their careers.

Key Benefits: Local Government 101 goes back to the basics—grounding local government professionals in those key skills and practices that are the foundation of becoming an effective local government manager: leadership, management, service delivery, disaster preparedness, equity and inclusion, and human resources.

Format: Live and On Demand | Five-course, 15-session program

Graduates earn an ICMA Professional Certificate in Local Government Management.



**Date:**

Ongoing

**Cost:**

\$1,495 for members

\$2,495 for nonmembers

\$500 for ICMA student members with coupon code ICMASTUDENT

PARTICIPANTS

Local Government 201

icma.org/lg201

Summary: This interactive online certificate program is designed to help new and mid-career managers, assistant managers, and even career-changers new to local government, go beyond the basics and gain a deeper understanding of key focus areas in local government management. Taught by a team of seasoned local government managers and experts, this program moves beyond theory and focuses on sharing experiences of how the job actually gets done.

Key Benefits: With the Local Government 201 Online Certificate Program, you will gain a practical understanding of core topic areas that are essential to becoming an effective local government manager: effective communication; public safety; community building; organizational development; and leadership.

Format: Live and On Demand | Five-course, 15-session program

Prerequisite: Completion of LG 101 or 5 years of experience in local government management is a prerequisite for taking LG 201.

Graduates earn an ICMA Level 2 Professional Certificate in Local Government Management.



SKILL-BUILDING WORKSHOPS



Cost:

\$2,500 for 2.5 hours (client pays travel and lodging)

Mini Workshops

icma.org/mini-workshops

Two-and-a-half hour skill building workshops that can be brought to your local government, state association meeting, or other setting.

Topics include:

- Facilitation: A Skill to Run a Meeting or a Platform for Leadership
- Leadership Presence Skill Building Series
- Public Speaking Skills - Making What You Have to Say Memorable
- Engagement, Motivation and Leadership
- Creating a New Life Map
- StandOut 2.0
- The Relentless Pursuit of an Ethical Organizational Culture

**Cost:**

Each skill-building workshop costs \$3,960

Client pays for speaker lodging

For associations with a signed affiliation agreement with ICMA for up to 50 participants.

Non-affiliated associations pay an additional fee.

Half-Day Workshops

icma.org/skill-building-workshops

ICMA skill-building workshops are intensive, half-day events providing more focus on specific topics in local government leadership and management. You'll learn best practices and develop plans and tools that you can put into practice for both yourself and staff members.

Ethics

An in-depth exploration of ethics and practical tools and strategies for your organization.

Workshop: Building a Culture of Ethical Behavior in Your Organization

Workshop: Ethics at Work!

High Performing Organizations

Challenge yourself to think differently about how your organization can work!

Workshop: Leading Change/HPO

Workshop: Moving Your Organization Toward Higher Performance

Performance Measurement/ Management

Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery.

Workshop: Informed Policy Making: Engaging Elected Officials in Performance Management

Workshop: Gauging Public Opinion the Right Way

Workshop: 360 Degrees of Data

Workshop: Optimizing the Organization - If You Don't Know Where You're Going, Will Alternative Service Delivery Get You There?

Public Safety Management

Learn the basic principles of service delivery in public safety.

Workshop: Asking Your Police and Fire Chief the Right Questions to Get the Right Answers

Workshop: Understanding the Public Safety Concept: Forecasting the Outcome of Police-Fire Mergers

Management

Workshops focused on conveying ideas effectively to others; organizational planning and functional/operational expertise.

Workshop: Shaping the Culture of Your Organization

Workshop: From Typewriters to IPADS: Communication Across Generations

Workshop: Managing in Difficult Political Environments

Workshop: The "Performance Dividend" of Professional Management: How You Can Demonstrate It Using Performance Measurement

Workshop: Essential Management Skills

Workshop: Building Effective Council-Staff Relationships: Understanding, Establishing, and Maintaining the Proper Roles and Responsibilities

Community Engagement

Determining community needs and providing responsive, equitable services.

Workshop: Design Thinking

Workshop: Citizen Surveys: What, Why, and How

Workshop: GOV 2.0: What Public Leaders Need to Know

Workshop: Building Customer Service into Local Government

Workshop: Maximizing Survey Results

Workshop: Moving Forward with Data

Workshop: Public Engagement: The Vital Leadership Skill in Difficult Times

Staff Development

Promoting the development and performance of staff and employees throughout the organization.

Workshop: Developing Successful Orientations and Retreats (Small Communities)

Workshop: Put Me In, Coach!

Workshop: Talent Management: The Next Phase of Succession Planning

Workshop: Understanding and Appreciating Differences Using Myers-Briggs Type Indicator

Personal Development

Demonstrating a commitment to a balanced life through ongoing self-renewal and development in order to increase personal capacity.

Workshop: Improv and Improve

Workshop: Courage to Thrive

Workshop: Public Speaking Skills - Making What You Have to Say Memorable

Workshop: Creating a Life Map - A Year of Living Purposefully



Leadership and Innovation

Setting an example that moves the organization and the community toward experimentation, change, creative problem solving, and prompt action.

Workshop: The Advantage for Professional Managers

Workshop: Engagement, Motivation, and Leadership

Workshop: Facilitation-A Skill to Run a Meeting or the Platform for Leadership?

Workshop: Leadership Skills for Managing Wicked Problems

Workshop: Leadership and Management in a (Permanent) Crisis

Workshop: Leading Change Isn't a Spectator Sport

Workshop: Fatal Flaws of a Council-Management Relationship

Workshop: Your Leadership Playbook

Workshop: Navigating with Your Elected Officials to Success

Workshop: Interpersonal Leadership and "The New Order of Things"

Workshop: Getting the Most Out of Teams: Facilitation Skills for Managers

Workshop: Leadership: An Art of Possibility

Workshop: Rapid Innovation

Workshop: The Art and Science of Signature Leadership

Workshop: Changed for Good: Leading Transformation in Your Organization and Your Community

Planning, Budgeting, and Finance

Learn how to interpret financial information to assess the short-term and long-term fiscal condition of the community.

Workshop: Leading Your Organization (And Elected Officials) to "Fiscal Health and Wellness" Through Priority Based Budgeting

OTHER INFORMATIONAL AND PROFESSIONAL DEVELOPMENT SESSIONS



Cost:

Varies; can be complimentary, travel and lodging reimbursement only, or a fee depending on length and your organization's needs.

[icma.org/other-informational-and-professional-development-sessions](https://www.icma.org/other-informational-and-professional-development-sessions)

In addition to ICMA University workshops and mini-workshops, ICMA also offers other informational or professional development sessions that you can bring to your local government, affiliate association meeting, or other setting.

Topics include:

- Age-friendly communities
- Council-manager relations
- Contemporary issues in executive recruitment
- Customer service
- Ethics
- Fostering citizenship, community, and democracy in times of civic disruption
- Human resources management for small communities
- Lessons from Cal-ICMA's survival skills project
- Local food systems
- Performance management / measurement
- Smart communities
- Solar energy soft costs
- Sustainability
- 311/CRM



VOLUNTARY CREDENTIALING



Date:

Application deadlines are

- October 1
- January 7
- April 1
- July 1



Cost:

\$75 for initial assessment

\$50 for initial application

No renewal fee at this time

PARTICIPANTS



[icma.org/credentialingprogram](https://www.icma.org/credentialingprogram)

Summary: The ICMA Voluntary Credentialing Program recognizes professional local government managers qualified by a combination of education and experience, adherence to high standards of integrity, and an assessed commitment to lifelong learning and professional development.

Key Benefits: Quantification of the unique expertise you offer; demonstration of commitment to lifelong learning; structured and focused professional development plan; peer review of professional development activities and learning; and access to special workshops and other training, such as the ICMA SEI, Gettysburg, and Williamsburg Leadership Institutes.

Format: Self-directed professional development; online reporting and peer review

Take the next step and join a network of over 12,000 local government management professionals, who bring hands-on real world understanding and experience.

Learn More

Visit icma.org/university to review the Career Stage Guide and find out about program event dates, curriculum, fees, and instructors.

Contact Us

For further assistance, contact:

Regional Conferences

Felicia Littky
flittky@icma.org
202-962-3656

Webinars, Annual Conference, & Virtual Conference

customerservices@icma.org
202-962-3680

Online Certificate Programs

Rick Aronhalt
raronhalt@icma.org
202-962-3589

Credentialing & Assessments

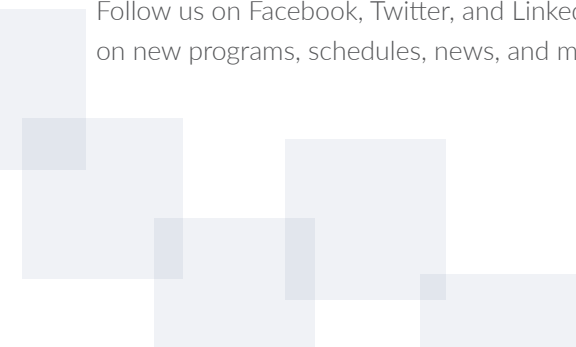
Jenese Jackson
credentialing@icma.org
202-962-3556

All other Leadership & Professional Development

Nedra James
njames@icma.org
202-962-3648

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777 North
Capitol Street,
Suite 500
Washington, D.C.
20002