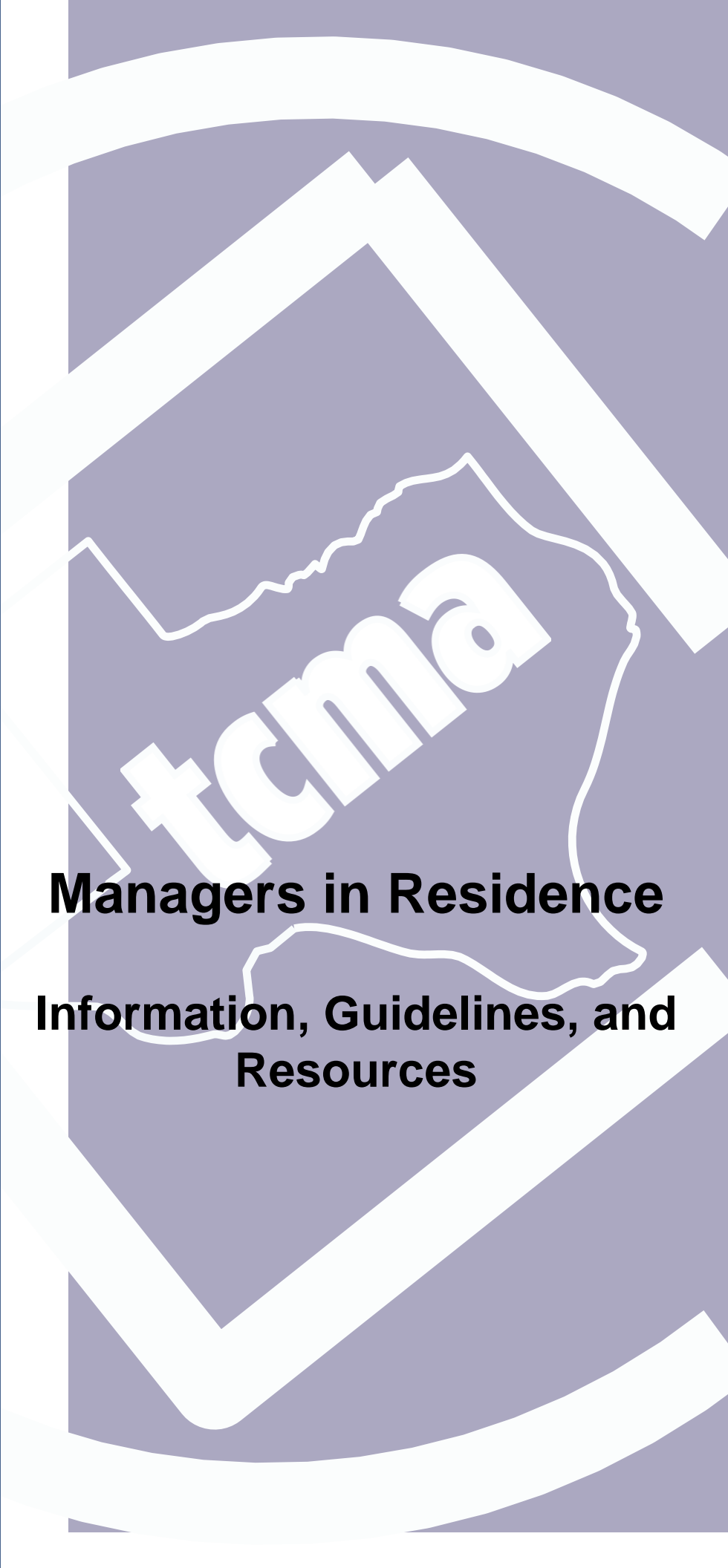




**TCMA**



**Managers in Residence**  
**Information, Guidelines, and**  
**Resources**

*“Cultivating the future of the local government profession by building strong relationships with universities and attracting the City Managers of Tomorrow.”*

## **Background**

The Texas City Managers Association (TCMA) City Managers of Tomorrow Committee began in 2014 as the Emerging Leaders Task Force. The Task Force was appointed under the direction of then-TCMA president Mike Land, and was given the charge to assess the TCMA Strategic Plan focus area of Emerging Leaders. Task Force participants were asked to determine what TCMA was doing to attract the next generation of city managers. The annual membership survey results strongly reflected support for TCMA being more active in this effort. The initial Task Force involved a balance of seasoned managers, young managers, and executive recruiters. The Task Force was divided into sub-teams that researched best practices from state associations, private industry, and others.

Reports were generated and presented to the TCMA Board each year and the Task Force was encouraged to continue its work. After two years, the executive recruiters came off the task force. Over time and after experimenting with different programs (i.e. Coaches Corner, mentoring, [texasgmt.org](http://texasgmt.org), etc.) the Task Force found that working with MPA Programs was the most promising and practical step forward.

In 2017, the Task Force reached out to MPA program directors throughout Texas and held a group meeting at Texas State University to solicit feedback. Participants discussed coaching, networking, bridging the gap between theory and practice, seeking mentors, focusing on local government, etc. Another meeting was held at Texas A&M in 2018 and then UT Austin in 2019. Several key programs and advancements have emerged from these meetings.

In 2018, the TCMA Board approved conversion of the Task Force to a standing committee: City Managers of Tomorrow (CMT) Committee. A dedicated TCMA staff member was assigned to the Committee to help coordinate and implement the four key components of the CMT committee.

1. Manager In Residence Program
2. #ELGLInspire Events
3. Intercollegiate Bowl
4. Coordinate Internships

At the request of the CMT Committee, the TCMA Board has made several critical decisions to advance these initiatives, including:

- Creating an annual appropriation
- Developing a separate student application
- Eliminating student membership fees
- Eliminating the requirement to adhere to International City/County Management Association and TCMA ethics Tenet 7
- Eliminating the ethics endorsement
- Eliminating conference attendance fees for intercollegiate bowl participants
- Amended the ethics training requirement to allow up to twelve month to complete ethics training

The CMT Committee continues to refine its four core components and invites all who are passionate about cultivating tomorrow's local government leaders to join in these initiatives.

## **Manager In Residence (See Appendix A)**

The Manager in Residence (MIR) Program was created to develop strong links between active local government managers and the academic community. These managers and practitioners have been specifically identified as possessing a passion for the local government profession and their ability to motivate and inspire students to explore city management as a profession.

The MIR Program places local government professionals within colleges and universities where they are active participants in shaping policy, developing curriculum, providing classroom instruction, serving as mentors to students, and acting as liaisons for TCMA and ICMA. This involvement serves to more closely align students with the knowledge, skills, and abilities for a

successful career in local government management and leadership based on the needs of the profession. Furthermore, the Program provides prospective students with meaningful exposure to networking opportunities and the city management profession to enable the recruitment and development of the next generation of local government leaders in Texas.

Each participating college or university has two local government professionals (Managers In Residence) assigned to it. MIRs are typically designated by geographic proximity to the university in their TCMA region and as determined by their interest and commitment to fulfilling the program guidelines. MIRs may be assigned to an institution based on other factors such as prior exposure, relationships, or other special circumstances. MIRs serve a minimum two-year term but are able to serve longer based upon active participation in the program.

The CMT Committee assigns and removes MIRs, monitors the effectiveness of each MIR/Institutional relationship, makes enhancements to the MIR Program as needed, holds meetings between MIRs and institutions including the annual summer meeting, and ensures overall program success and longevity.

MIRs meet with the colleges and universities' liaisons throughout the year to ensure program objectives are being met for both parties. Support for the MIR Program is also a responsibility of the TCMA regions.

MIRs are expected to devote time and attention to carrying out the following duties by:

- Promoting student interaction at TCMA regional meetings and the TCMA and ICMA annual conferences.
- Acting as ambassadors of both TCMA and ICMA and comport themselves appropriately.
- Serving as mentors to students and assist students in locating internships.
- Helping establish an ICMA Student Chapter.
- Encouraging all students to join TCMA as a student member.
- Attending #ELGLInspire events and career fairs.
- Promoting the local government profession in the classroom.
- Remaining in close communication with the college/university liaison.
- Welcoming new students to TCMA and serving as a mentor to them.
- Providing internship opportunities for students.

- Promoting participation in the Intercollegiate Bowl and preparing students for the competition.

TCMA requests that the participating colleges and universities support the MIR program by:

- Selecting liaisons that are passionate about the local government profession.
- Allowing the MIR to be included in at least one orientation session with incoming and existing students.
- Working with the MIR to incorporate a practical curriculum in addition to theory base curriculum. This information may be in the format of presentations, videos, and informal meetings.
- Inviting the MIR or a current practitioner to the classroom for a minimum of one meeting to provide content for the practical based curriculum.
- Becoming a member of TCMA and ICMA and attending the annual conferences.
- Hosting TCMA regional meetings on campus.
- Remaining actively engaged in the program and in the relationship with the MIR.
- Encouraging students to join TCMA and establish an ICMA Student Chapter.
- Attending TCMA educational regional events and arrange for students to attend.
- Encouraging students to attend the TCMA Intercollegiate Bowl.
- Encouraging internships and careers in local government.
- Hosting and jointly funding #ELGLInspire events on campus.

MIRs and university liaisons should evaluate their program on a regular basis to ensure an alignment exists between the goals of the college/university and that of TCMA. At the end of each year MIRs and liaisons complete an Activity Form detailing their commitment to the MIR Program. MIRs or liaisons that show a lack of enthusiasm or support may be replaced.

## **#ELGLInspire**

TCMA has partnered with Engaging Local Government Leaders (ELGL) on a program specifically designed to introduce undergraduate students to the variety and impact of a local government career.

Many undergraduate programs do not make a clear link to careers in local government, rather the focus is federal, international, or politics.

The #ELGLInspire event offers a free half-day of learning for undergraduate students about careers in local government. The agenda includes an introduction from a local government manager (preferably MIR) in the area. Then it proceeds to quick-fire presentations from a diverse segment of local government professionals. These short, four-minute presentations by local government practitioners provide an overview of the many different career paths offered in local government. Speakers use stories and visual aids to share what makes their field of expertise unique and exciting. Next, the program features campfire conversations where students sit at tables with practitioners in a small group setting. Finally, the agenda concludes with a Q&A panel and networking.

TCMA coordinates the #ELGLInspire events and requests participation from each participating college/university. One event is strongly encouraged each year.

## **Intercollegiate Bowl**

TCMA encourages all students throughout the state to participate in the Intercollegiate Bowl during its annual conference. The bowl is an opportunity for student teams from each college/university to compete against one another. The winning team earns its school name on the primary trophy and takes home a trophy to display at their university.

The Intercollegiate Bowl consists of the following elements:

- Academic/Research/Presentation - Each team is provided a research topic in advance of the conference. During the conference, each team is assigned a single table to display and communicate the critical findings of their research.
- Networking - All team members utilize the various networking events offered during the Conference to network with professionals.
- Coaching - Each team member secures one coaching meeting at the conference with a TCMA city manager/administrator, assistant/deputy city manager, or department head.
- Meal - Each team member secures a meal at the conference with a TCMA member who is a current or retired manager/administrator, or assistant/deputy city manager.

- Community Service - Each team is expected to plan, organize, and implement a community service project during the spring semester preceding the Annual Conference.
- Jeopardy - Teams participate at the conference in a timed “Jeopardy” event on topics related to city management and their MPA.

Conference attendees are encouraged to support the Intercollegiate Bowl by engaging with students and attending the final student competition show-down session during the annual conference.

## **Coordinated Internships**

Internships throughout the state have been coordinated on one centralized platform and accessed through the TML Career Center. Cities are encouraged to post their internships early in the spring semester (January/February) to maximize applications from students interested in local government careers.

Cities are encouraged to join in a 50/50 cost share program. This program encourages colleges/universities to fund \$1500 per intern per semester with the sponsoring local government matching another \$1500. This program reduces costs to both entities and provides a meaningful wage for interns. It also helps level the playing field among institutions and governments.

In addition to regular internships, the CMT has encouraged the advertising of micro-internships for students not needing full semester credit hours. These internships are typically project based and can be accomplished offsite. Such a program is beneficial for online students.

Fellowships also are advertised through the centralized platform. However, each fellowship is determined by each local government or through an outside organization such as ICMA or Lead 4 America.

## **Ongoing Efforts**

The TCMA City Managers of Tomorrow Committee continues to brainstorm and implement more ways to fill the city manager pipeline with qualified and ethical city managers. Some ongoing efforts include:

- Continuing to identify educational partners, liaisons, and Managers in Residence to promote and carry out TCMA's efforts. TCMA also has been approached by ICMA, the Volcker Alliance and others to implement similar programs nationally.
- Continuing to partner with ELGL to enhance social media initiatives.
- Maintaining a knowledge repository of case studies, presentations, and other materials that can be utilized in the classroom. This repository continues to expand.

Each of the programs above can be found on [www.tcma.org](http://www.tcma.org).



## Appendix A: Listing of Universities, Managers in Residence, and University Contacts

University	Manager in Residence	University Representative
<b>Sam Houston State</b>	Brant Gary, Assistant City Manager, Fulshear	Mike Yawn, mike.yawn@shsu.edu
<b>St. Mary's University</b>	David Harris, City Administrator, Balcones Heights Mike Hornes, Assistant City Manager, Live Oak	Alex Briseno, alex@briseno.net
<b>Stephen F Austin State University</b>	David Moss, City Manager, Southside Place	Dr. Cindy L. Davis, cindy.davis@sfasu.edu
<b>Texas A&amp;M University</b>	Joey Dunn, Deputy City Manager, Bryan Neal Wendele, City Manager, Todd Mission Paul Virgadamo, City Administrator, Conroe	Dr. Robert Greer, rgreer1@exchange.tamu.edu Dr. Justin Bullock, jbull14@tamu.edu Mike Cochran, mcochran@bushschool.tamu.edu
<b>Texas Southern University</b>	Vacant	Dr. Michael Adams, michael.adams@tsu.edu
<b>Texas State University</b>	James Earp, Assistant City Manager Kyle Kenneth Williams, City Manager, Buda	Thomas Longoria, tlongoriajr@icloud.com
<b>Texas Tech University</b>	Vacant	Dr. Kevin Banda, kevin.banda@ttu.edu
<b>University of Houston</b>	Julie Robinson, City Administrator, Spring Valley Village Austin Bless, City Manager, Jersey Village	James Thurmond, jhthurmond@uh.edu
<b>University of North Texas</b>	Drew Corn, Town Administrator, Northlake John Cabrales, City Manager, Lake Dallas Ryan Adams, Deputy Director of Public Affairs/IGR, Denton	Dr. Brian Collins, Brian.Collins@unt.edu Dr. Skip Krueger, Skip.Krueger@unt.edu
<b>University of Texas</b>	Scott Sellers, City Manager, Kyle Brenda Eivens, City Manager, Cedar Park James Hartshorn, Assistant City Manager, Pflugerville	Don Kettl, kettl@austin.utexas.edu Marty Luby, mluby1@austin.utexas.edu
<b>University of Texas-Arlington</b>	Opal D. Mauldin-Jones, City Manager, Lancaster ojones@lancaster-tx.com	Dr. David Coursey, david.coursey@uta.edu

## Appendix A: Listing of Universities, Managers in Residence, and University Contacts

<b>University of Texas-Dallas</b>	Julie Couch, Town Manager, Fairview, jcouch@fairviewtexas.org	Dr. John McCaskill, john.mccaskill@utdallas.edu
<b>University of Texas- Rio Grande Valley</b>	Michelle Rivera, Assistant City Manager, McAllen, michelle.rivera@mcallen.net Jeff Johnston, Assistant City Manager, McAllen, jjohnston@mcallen.net	John Milford, john.milford@utrgv.edu
<b>University of Texas- San Antonio</b>	Kelly Kuentler, City Manager, Leon Valley, k.kuentler@leonvalleytexas.gov Kent Myers, City Manager, Fredericksburg, kmyers@fbgtx.org	Dr. Heywood Sanders, heywood.sanders@utsa.edu
<b>University of Texas-Tyler</b>	Ed Broussard, City Manager, Tyler, ebroussard@tylertexas.com	Dr. Ken Wink, kwink@uttyler.edu