

We know from many studies in the social sciences that leadership which is diverse and inclusive is more legitimate and more effective. Yet the senior leadership dealing with international affairs in US government agencies, non-profits and corporations is overwhelmingly white and disproportionately male.

It is clearly in the national interest to have senior US leadership be more diverse, drawing fully from the talents of the changing demographics of the US population. This is the mission of the International Career Advancement Program (ICAP---see [www.icapaspen.org](http://www.icapaspen.org)). Recognized in US Congressional legislation as a successful leadership program and by the Global Diversity List (sponsored by the **Economist)** as in the top ten Ethnic Diversity Networks, ICAP is a program for highly promising mid-career professionals who are committed to diversity and inclusiveness. Now in its 20th year and with 470 alumni, ICAP has helped its participants advance to senior positions in all employment sectors, from US Ambassadors at State to executive directors of non-profits to chief executive officers of private businesses. The training includes an introductory day in Washington, DC, and a week in Aspen, Colorado, with career advising, peer support, senior mentors, workshops on leadership and policy discussions.

ICAP also has a wide range of activities that serve as follow-up to the Aspen program. It launched and is active with the Global Access Pipeline (GAP---see [www.globalaccesspipeline.org](http://www.globalaccesspipeline.org)) project, a consortium of organizations concerned with making the “pipeline” for the underrepresented in international affairs careers more effective. Its alumni are active in mentorship programs for those early in the pipeline. It sponsors with the Council on Foreign Relations and GAP an annual Conference on Diversity in International Affairs. It also sponsors with the Center for Strategic and International Studies an annual conference on diversity and national security issues. It has an active ICAP Alumni Association ([www.icapaa.org](http://www.icapaa.org)) with a range of programs and social events as well. The success of ICAP has prompted the US State Department, US Department of Agriculture, US Agency for International Development, UN Foundation and Aspen Institute all to sponsor staff members to participate in ICAP training.

Applications to participate in ICAP 2017 are encouraged from all US citizens and permanent residents who have a demonstrated commitment to diversity and inclusiveness, are accomplished and promising mid-career individuals with five or more years of professional experience in international affairs, have graduate level educational training or equivalent experience, have language skills in addition to English and are committed to supporting other ICAP Fellows and to mentoring those junior to them in their careers. The deadline for ICAP 2017 applications is in May, final notifications to those selected will go out in June, the Washington, DC, introduction will be on September 16 and the Aspen portion of the program in 2017 will be from September 30 through October 8.

Application procedures and financial arrangements for covering program costs and travel vary, depending on whether applicants are going through one of the sponsoring agencies or plan to apply directly to ICAP at the University of Denver. For further information, contact Professor Tom Rowe, ICAP Director, at [Tom.Rowe@du.edu](mailto:Tom.Rowe@du.edu).

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