

We know from many studies in the social sciences that diverse and inclusive leadership is more legitimate, more innovative 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, equity and inclusiveness. Now in its 25th year and with 660 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 at the Aspen Institute campus in Aspen, Colorado, with career advising, peer support, senior mentors, workshops on leadership and policy discussions.

ICAP also has a range of activities that are follow-up to the Aspen program. It launched 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. It sponsors with the Council on Foreign Relations and GAP an annual Conference on Diversity in International Affairs. It has an active alumni group, the ICAP Fellows Association ([www.icapaa.org](http://www.icapaa.org)), with a range of programs and social events as well. The success of ICAP has prompted multiple government agencies and non-profits to sponsor members of their staff to participate in ICAP training. In addition to these sponsored Fellows, who apply through their employers, ICAP also has funding from generous donors and foundations to support participation by individuals whose employers are unable or unwilling to provide sponsorship. These Fellows are selected from applicants whose materials are submitted directly to ICAP in Denver for that competition. Applications are available on the ICAP website at [www.icapaspen.org](http://www.icapaspen.org).

Applications for ICAP 2022 are encouraged from all US citizens and permanent residents who: have a demonstrated commitment to diversity, equity 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 or other skills indicating a commitment to international careers; and are committed to supporting other ICAP Fellows and to mentoring those junior to them in their careers. The deadline for receipt in Denver of ICAP applications is May 27 and final notifications to those selected will go out in June. The Washington, DC, introduction will be in September 2022, and the Aspen portion of the program will be a week in September or October, 2022.

Application procedures and financial arrangements for covering program costs and travel vary, depending on whether applicants are applying through one of the sponsoring agencies or plan to apply directly to ICAP at the Josef Korbel School of International Studies, University of Denver, Denver, Colorado 80208. For further information, contact Professor Tom Rowe, ICAP Founder and Director, at [Tom.Rowe@du.edu](mailto:Tom.Rowe@du.edu).