

Compounding Leadership

By Randy Burba, President



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As law enforcement throughout higher education continues to venture into uncharted territory, so, too, does IACLEA. We see unprecedented changes nationwide in the way campus events, trends, and cultures create new dynamics. What was once a relatively consistent state of understanding and interpreting local, regional, and even national events has given way to a more sustained feeling of “waiting for the other shoe to drop.”

But as we who serve our organizations at the highest levels know – and certainly those who paved our path to excellence also know – these are the new challenges that require a new blend of leadership. Collaboration will continue to be essential; partnerships will be critical. But for the challenges of today and tomorrow, we must pursue a form of aggregate leadership.

I have come to understand this as *Compound Leadership*. Previously, mutually contributing resources or providing important feedback to an inquiry or proposal was of sufficient value among peers; today we must contribute more. In *Compound Leadership*, delivering resources such as a mutual aid or task force is only the beginning. Offering expert observations when called upon to consult with a colleague

is only the beginning. For the enormity of the demand is both unprecedented and unrelenting – especially to provide solutions that are sufficient, timely, and, above all, accurate in our methods to respond to and solve community issues for our unique campuses. Our challenge is to find opportunities to support and share in the leadership of more than our respective departments serving our institutions. We must be willing to step out in front on the most energized issues facing law enforcement and higher education today and provide clarity, wisdom, authenticity, and the illustrative dialogue that will bring those we serve to a full understanding of our purpose.

Compound Leadership operates much like a pool of financial investments that accelerates its own volume and growth. The principle is the same: Just as several officers responding to a serious concern become more effective in quelling a threat, so too does a collection of campus law enforcement agencies bring a unified voice and solution to a prevailing concern in a region, state, or across our country. And the successes most certainly can continue when organizations such as IACLEA stand alongside other professional policing groups to bring a comprehensive perspective to societal issues and a shared and singular commitment to the solution.

As leaders of our individual agencies, the challenge begins and ends with us. It is we who must model not only for those we directly lead, but to compound the value and power of our roles and responsibilities to bring agencies closer together, and then closer still alongside our campus and community colleagues, partners, and fellow stakeholders.

This commitment and the efforts to serve it must be sustained. They must remain optimistic and confident, candid and clear. Our goals, which we will rely upon to confirm we have succeeded, must

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be uniquely demanding and clearly defined. And above all else, we must be just as diligent in creating and preparing our next generations of leaders for our profession.

No one person and no single organization can be the voice of our profession. No single event and no isolated achievement can create the standard we seek. We should not, and must not, be tempted to settle for a moment of perfection when a culture of excellence is within reach.

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I believe your membership in IACLEA, and the daily commitment you make to your agency, your institution, our profession, and our communities embody all that we are most certainly capable of. I believe that as we all commit to

the daily investment in this process, to build our *Compound Leadership* and all of its assets, the return on those investments will most certainly bring us a form of shared success far greater than the sum of the

isolated gains of the past. I look forward to all this journey holds for us as we serve and succeed.