

Disembarking One Ship While Building Another

By Sue Riseling, Executive Director



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Every organization reaches milestones in its evolution. And the 2016-2018 period is a significant milestone in IACLEA's organizational maturation.

IACLEA is undertaking a sea change in its organizational structure and management that is currently resulting and will continue to result in a more agile, multi tactical, and higher-performing

association. The changes underway will ensure that IACLEA more rapidly achieves significant objectives in its strategic plan and delivers a greater breadth of services that enhance our members' professional development and the profession itself.

The Backstory

In "A Message from the President" on April 29 via IACLEA-L, President Burba laid out the high points of the transition. IACLEA is, literally, remaking itself this summer. On August 31, IACLEA's 30-year relationship with Association Resources (AR) in West Hartford, Conn., will end. AR is a professional association management firm, representing more than 25 associations, of which IACLEA is the second largest. Prior to my hiring last August, all personnel with IACLEA job titles were actually employees of AR, and they served IACLEA and other clients. The Board managed the relationship with AR, contracting for a set number of hours per year, agreed upon at the start of each fiscal year.

This arrangement worked very well for many years. Most members and external constituents were unaware of the arrangement; it allowed the IACLEA Board to manage its resources, per a contract; and the AR staff represented IACLEA with professionalism.

It is now the new millennium. Campus environments are different than they were in 1984 when AR was hired: we prepare for active-shooter incidents, terrorist attacks, mass protest, and civil unrest along with drunkenness, property theft, and parking stickers. Social media bolsters and drives our work. We strive to be more connected and responsive to our campus communities.

In short, every campus public safety agency—and therefore its premier professional association—needs to be rapid-response-ready. IACLEA must be able to respond to breaking news, legislative developments, and real-world situations. It was impossible for the Board to anticipate one year in advance how many person-hours IACLEA needed to contract for per year. Additionally, there was only one employee with law enforcement experience on the AR staff.

The Board began the shift to a more vibrant IACLEA in 2016, by hiring its first full-time executive director. Since I had the honor of assuming the ED role last August, the Board and I have assessed IACLEA's business operations, finances, and productivity. After rigorous analysis and meetings with AR management that included President Burba and President Elect Bousquet, the Board has decided to end the relationship with AR at the conclusion of the current contract period, August 31, 2017.

The Here and Now

This massive transition takes place this spring and summer, when all staffing and infrastructure needs to operate a best-in-class association must be established. AR staff, dedicated IACLEA staff, the Board, and I are in the throes of this now—even as we expand and improve the current level of service and program to members.

Five major projects toward this goal are underway and will be completed this summer. We have opened a modest office in Silver Spring, Maryland, close to the U.S. Capitol and business center in Washington, DC. The Annual Conference will be more relevant, exciting, and inspiring than previous conferences. We are rebuilding iaclea.org, to bring it in line with current web design, make it easier to navigate, and ensure it is mobile-friendly across all devices. IACLEA will soon have a custom App, built by one of our new Corporate Partners AppArmor. We are hiring a Director of Training to improve and expand our professional development offerings.

I hope you have noticed many changes already. Our newly hired advocacy and communications directors have revamped and recharged their areas. Government Relations Director Jeff Allison, a former municipal and state law enforcement official

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who also worked for DHS, DOJ and the FBI, has ensured IACLEA is at the table for many significant meetings with the new administration and co-led the successful Capitol Hill Day in March and April alone Jeff secured 21 meetings with federal agencies or national associations of higher education. Communications Director Gwen Fitzgerald has redesigned and expanded the *Campus Law Enforcement Journal*; enlivened our Facebook page; produced two videos; and marketed our spring conferences to ensure sell-out participation. Additionally, with the help of Madison Gosser, Executive Assistant and Corporate Partner Director, we have secured two new corporate partners this year and increased collaboration with our long-standing partners. That in part led to the special demonstration at the Annual Conference Opening Ceremonies at which ShotSpotter SST will conduct and LIVE stream an active-shooter drill with the Marquette University Police Department.

These are just some of the most visible changes at IACLEA.

The best IACLEA is what you can expect from us – and it is what we will deliver.

Building While Bailing

Truth be told, it is not easy to bail one ship while building another and sailing them both. But it is the most seamless path to smooth sailing for IACLEA.

I left day-to-day policing to assume an association-management role to give back to IACLEA and the profession.

IACLEA was a significant factor in my 25-year career as University of Wisconsin-Madison police chief. The knowledge-sharing, teaching, networking, and mentoring among IACLEA

members were invaluable to me. And I credit IACLEA as a major factor in my professional advancement.

I want IACLEA to be as valuable to each and every one of you as it was to me. In partnership with the Board, I am building a team that is working tirelessly, going above and beyond, and demanding excellence of ourselves, just as you demand of each of your officers. The best IACLEA is what you can expect from us—and it is what we will deliver.

Always forward. 🍀