This profile provides information about the International Association of Chiefs of Police (IACP) and the position of Executive Director. The profile is designed to assist individuals in assessing their interest in and qualifications for the position.

The search for the Executive Director is being conducted by Association Strategies, Inc., 1111 North Fairfax Street, Alexandria, VA 22314. Applicants should submit a cover letter and resume to the Association Strategies, Inc., website: www.assnstrategies.com. To learn more about the IACP, go to www.theiacp.org. The deadline for applications is July 31, 2011.
Executive Director Position Profile
for the International Association of Chiefs of Police

Profile Methodology
The profile for the position of Executive Director of the International Association of Chiefs of Police (IACP) was developed using organizational data; discussions with key stakeholders and staff; and responses to an online survey of volunteer leaders (including the Executive Committee, Board of Officers and committee members). The survey was conducted to identify and prioritize the skills, knowledge, experience, qualifications and qualities required and desired in an Executive Director. Information regarding programs and services, organizational and cultural factors, and challenges and opportunities for the IACP was also developed from the survey responses and discussions.

About the Organization
The IACP is the world's oldest and largest nonprofit membership organization of police executives, with more than 20,000 members in more than 100 countries. The IACP's membership comprises the chief executives of international, federal, state and local agencies of all sizes, and others related to the law enforcement profession. Founded in 1893, the 501(c)(3) organization is located in Alexandria, Virginia, and is committed to advancing the profession of policing by promoting enhanced practices, cooperative efforts and the exchange of information among police administrations and other institutions and organizations. The IACP’s stated mission is to:

- Advance professional police services;
- Promote enhanced administrative, technical, and operational police practices;
- Foster cooperation and the exchange of information and experience among police leaders and police organizations with recognized professional and technical standing throughout the world;
- Champion the recruitment and training of qualified persons in the police profession; and
- Encourage all police personnel worldwide to achieve and maintain the highest standards of ethics, integrity, community interaction and professional conduct.
The IACP serves the needs of the law enforcement community through historically acclaimed programs, ground-breaking research, and services to members throughout the world. Professionally recognized programs such as the FBI Identification Division and the Uniform Crime Records system can trace their origins back to the IACP; the organization has long been instrumental in breakthrough technologies and practices, and in partnering with other organizations to gather experts in criminal justice, the government and education to address issues of law enforcement.

The IACP also serves as an active advocate on behalf of the law enforcement profession relative to legislative and legal issues that affect its members. The recently released *Law Enforcement Action Agenda for the 112th Congress* provides a concise overview of the critical issues facing the law enforcement community and contains recommendations for Congressional action, as state, local and tribal law enforcement agencies play an ever-increasing role in homeland security efforts and a multitude of new threats. Topics in the *Action Agenda* include:

- Support for the National Commission on Criminal Justice;
- Adequate funding for state, local and tribal law enforcement;
- Terrorism prevention;
- Intelligence and information sharing;
- Federal immigration enforcement;
- Firearms violence and illegal guns;
- Illegal narcotics; and
- Highway safety.

The largest segment of IACP members are those serving communities of fewer than 50,000 residents. Active membership is available to command-level police officers with executive authority or its equivalent, including commissioners, superintendents, chiefs, directors, assistant and deputy chiefs, executive heads, and division, district or bureau commanding officers. Any person not eligible for active membership but qualified by training and experience in police or other law enforcement-related activity, or by other professional attainments in police science or administration, is eligible for associate membership.
The IACP organizational structure includes three divisions, 19 sections and approximately 40 committees:

1. **The International Policing Division**: Throughout the latter half of the 20th century, the IACP continued to focus efforts on expanding internationally. The International Policing Division, a body consisting of seven World Regions, was established to promulgate the international programs and activities of the IACP. In the 1970s, the IACP’s development of worldwide training programs and police management studies led the United Nations to confer consultative status on the association, recognizing its work in the international arena. Today, the association devotes a great deal of effort to addressing law enforcement issues that affect the global policing community, including terrorism, immigration and drug trafficking.

The goals of the International Policing Division are to (a) increase membership in countries that are not represented or are under-represented; (b) generate funding to support more international events; (c) increase the visibility of the IACP and expand cooperation and collaboration with international partnerships; and (d) increase the publication of articles of interest to international members in *The Police Chief* magazine, the premier publication of the law enforcement profession.

2. **State and Provincial Police Division (S&P)**: Founded in 1938, the IACP’s S&P is a membership organization comprising the 49 state law enforcement agencies and three provincial police agencies. The division’s goal is to (a) address key policy issues; (b) facilitate information sharing among S&P agencies; and (c) foster collaboration and cross-jurisdictional problem solving. S&P members convene twice a year in conjunction with the IACP Annual Conference, as well as at a mid-year conference in the Washington, D.C., metropolitan area. The four regions of the S&P (North Atlantic, North Central, Mountain Pacific, and Southern) conduct regional meetings.

3. **State Association of Chiefs of Police (SACOP)**: SACOP is the organizing body for the 50 state associations of chiefs of police, facilitating the exchange of information to leadership and policy makers and into the field. Its membership comprises the decision-making body of
each state association of chiefs of police. SACOP’s objectives are to (a) facilitate and encourage dialogue between local law enforcement and state and federal partners; (b) provide tools and resources for members to manage their individual associations more effectively; (c) create policy guidance on timely and relevant topics in law enforcement; (d) provide training programs and presentations on a wide variety of subjects; and (e) create training projects and workshop topics generated from the membership.

4. **Sections**: The 19 sections provide a forum for the discussion of the special interests of specific areas of law enforcement, including, among others, information management, public transit, capitol police, drug recognition, university/college police, mid-sized cities, defense chiefs, Indian country law enforcement, international managers of police academy and college training.

5. **Committees**: The IACP’s approximately 40 committees advance the mission of the organization by making recommendations and implementing programs and initiatives in every conceivable arena of law enforcement, including, among others, governance, legislative activity, safety and enforcement, training education, communications technology, operations and more.

Affiliated with the IACP is the IACP Foundation, a 501(c)(3) organization established to solicit, receive, administer and expend funds for law enforcement-related purposes. The Foundation staff (one director) and 21-member Board of Officers work closely with the IACP leadership, divisions, sections and committees to ensure a collaborative approach to addressing the demands of modern law enforcement. The Foundation’s Board comprises committed corporate partners and police executives; through its efforts in leadership training, scholarships for survivors, professional development opportunities and global outreach, the Foundation brings together public/private partnerships that benefit law enforcement leaders.

*Structure, Governance and Staff*: The Executive Director reports to a 46-member Executive Committee, which includes a 13-member Board of Officers. The latter includes the President;
four Vice Presidents; the Immediate Past President; two Vice Presidents at-large; the
International Vice President; the Vice President-Treasurer; the General Chair of S&P; the
General Chair of SACOP; and the Parliamentarian. Under the direction of the Executive
Director, the 147-member professional staff administers the programs, services and activities of
the organization within a $22 million annual operating budget. The staff also supports the work
of approximately 40 committees and the 19 sections. The IACP also supports the seven World
Regional Offices, each chaired by a senior police executive. These offices serve the purpose of
promoting the programs, services and activities of the IACP in the respective geographical areas
served.

**Key External Interactions:** In addition to working closely with the Executive Committee, Board
of Officers, staff and volunteer leaders, the Executive Director represents IACP interests through
interaction with a wide range of entities, including government officials; federal, state and local
law enforcement agencies; legislators and policy makers; criminal justice groups; and state, local
and tribal municipal organizations. These include but are not limited to:

- Organizations with an international focus and mandate (e.g., the Bureau of International
  Narcotics and Law Enforcement and Interpol);
- Federal organizations (e.g., the Federal Bureau of Investigation and the U.S. Departments
  of Defense, State, Justice and Homeland Security); and
- National organizations with local, regional and national mandates or interests (e.g., the
  National Sheriffs’ Association, City Managers’ Association, Conference of Mayors,
  League of Cities, National Association of Police Organizations, National Association of
  Women Law Enforcement Executives, National Organization of Black Law Enforcement
  Executives, and the Police Executive Research Forum).

**Strategic Goals:** The IACP recently undertook a comprehensive strategic planning effort that
included several facilitated sessions with the IACP leadership and staff, as well as organization-
wide membership surveys. The process directly engaged more than 500 staff, members and
partners, and it culminated in an integrated strategic management approach that is continually
evaluated and assessed. The key strategic goals for 2010-2016 were identified as:
• **Membership services**: Provide high quality and innovative membership services to ensure membership satisfaction;

• **International presence**: Expand and increase international membership to strengthen and broaden the IACP’s global presence;

• **Training and leadership development**: Create and deliver state-of-the-art leadership and police practices training demanded by 21st century law enforcement professionals;

• **Serve as the voice for policing issues**: Utilize and leverage position, reputation and relationships to serve as an effective advocate for membership needs;

• **Partnerships**: Develop and maintain strategic partnerships to expand the IACP’s capacity to address and promote IACP membership issues in the law enforcement arena; and

• **Organizational excellence**: Strive to maintain a culture of organizational excellence.

**Programs, Services and Resources**

Members give the IACP exceptionally high marks for its vast offering of programs, services and resources, particularly the Annual Conference, Summits and other meetings; advocacy efforts; training and leadership development activities; and networking opportunities. Key programs and services include the following:

1. **Annual Conference**: Police chiefs, other law enforcement executives and representatives in related fields from around the globe come together at the IACP Annual Conference to foster the exchange of information and experiences and to find solutions to issues they are facing. The Annual Conference includes educational programming on pressing topics, renowned keynote speakers, forums, technical workshops, and the largest exhibit hall of products and services for the law enforcement community.

2. **Summits**: Since 1994, the IACP has held an annual summit on various critical and timely issues facing law enforcement and the communities it serves. Participants represent a cross-section of the community, families, teachers, students, program directors, police leaders, doctors, volunteers, and other community leaders. The summits have created a legacy of focused policy investigation and well-considered recommendations.
3. **International Conferences:** International conferences have addressed topics such as terrorism, multi-national policing efforts, and the application of community-oriented policing and technological advances in both crime and crime fighting. They also provide the international policing community an ideal forum for networking, exchanging ideas, capitalizing on lessons learned, and furthering professional growth.

4. **IACP Technology Center:** The Technology Center functions as a comprehensive resource for agencies and members in planning, implementing and managing technology in a wide range of program areas. The Center provides technical insight and expertise, rigorous analytic and research capabilities, practical experience, and operational support to ensure that technologies are implemented and managed effectively. The Center also includes a Technology Clearinghouse, which maintains a comprehensive web-based library of resources on leading law enforcement information technology projects.

5. **Publications and Guides:** The IACP offers a vast library of publications and other resources to help law enforcement executives do their jobs better and are available in a variety of formats, including e-mail, print and web-based. Topics include professional development, leadership, management, ethics, training and supervision. *The Police Chief* magazine, the official monthly publication of the organization, serves as the leading voice of law enforcement. Other publications and guides include resources for “the small agency,” for departments serving fewer than 50,000 residents; and the *Police Chiefs Desk Reference*, a guide for newly appointed police leaders.

6. **Law Enforcement Information Management (LEIM) Conference:** The LEIM Training Conference and Expo brings together law enforcement chiefs, commanders, operational practitioners, technical developers, and industry representatives. This forum fosters the sharing of leading practices and lessons learned in the innovative application of technology to improve officer and public safety, enhance efficiency and effectiveness of operations, and build enterprise-wide information-sharing capabilities.
7. **Center for Police Leadership and Training**: The Center for Police Leadership and Training includes courses on numerous training operations, including management, community involvement, crisis management, police force management, staff management, patrol operations and investigations. Programs feature in-depth instruction by leading subject-matter experts, delivered nationwide on site with partner host agencies or through contract training.

8. **Leadership in Police Organizations (LPO)**: This three-week leadership development program focuses on the systematic development of leaders at all levels of an organization; the interactive program uses small-group case studies, videos, role playing and class exercises to reinforce learning. Since 2005, the IACP has worked with more than 200 local, state and federal agencies to bring the LPO program to 29 states and abroad.

9. **Policing in the 21st Century Initiative**: Recognizing the profound challenges confronting the law enforcement community, the IACP recently launched the “Policing in the 21st Century” initiative, a series of comprehensive resources for law enforcement agencies that are faced with policing in the new economy. In cooperation with SAS, a leader in business analytics software and services, the IACP hosted the first in a series of nationwide law enforcement webinars that allow police chiefs throughout the country to exchange ideas and best practices and discuss the challenges they are facing and the solutions they have identified. The IACP is also developing an online resource to help police chiefs identify new solutions to meet an array of challenges. The web portal will include an e-library of resources addressing contemporary policing issues and challenges, as well as a technical assistance center.

10. **Center for Social Media**: In partnership with the U.S. Department of Justice, the IACP has launched the Center for Social Media, a project to build the capacity of law enforcement to use social media and related tools to prevent and solve crimes, strengthen police/communication relations, recruit employees and enhance services.
11. **Testing, Assessment and Executive Placement Services**: Hiring agencies may engage the IACP for all or a portion of executive search services, including comprehensive candidate profiling and job analysis; extensive recruitment advertising; and applicant screening, evaluation and selection.

12. **Awards and Campaigns**: The IACP administers a robust annual program of awards to recognize contributions to the profession of law enforcement and the implementation of campaigns. More than 20 awards honor members’ excellence in a number of areas, including administration, volunteer programs, community activities, victim services, research, military cooperation, criminal investigations and technology.

As is often the case with large and diverse organizations, members cited some areas in which they would like to see programs or services expanded or strengthened. These include distance and online learning/training opportunities; increased membership and communication of the values of membership; internal communications and information flow between leadership and members; opportunities for sharing best practices among affiliated organizations; and additional content in *The Police Chief* regarding current issues in law enforcement and criminal justice.

**Organizational Culture**

Stakeholders consider the IACP staff to be a critical and highly valued cornerstone of the organization’s success. Staff members are described in very positive terms as dedicated, highly professional, efficient, and responsive to the membership, with a strong sense of customer service and a reputation for excellence. Their loyalty and commitment speaks to an environment where collaboration, teamwork and collegiality are highly valued. They are a harmonious, cohesive unit with the best interests of the members and the profession at heart.

There is significant longevity among the senior staff (directors), who describe the culture as one in which the staff has a meaningful bond and a high level of mutual support, both professionally and personally. They see their work as truly meaningful and appreciate that they are provided opportunities, resources and leadership to be successful. The entry- and mid-level management
staff expresses interest in professional development and seeks mentoring and training opportunities. Staff members believe that their organization provides a highly stable place to both develop a career and to achieve broader opportunities; some positions are grant-funded, and longevity is contingent upon the duration of project funding. The staff observes a changing paradigm in law enforcement, reflecting challenges for the IACP to be forward thinking. This will include evaluating new business models, diversifying product lines, increasing efficiency and leveraging technology in operations internally.

The IACP leadership is described as highly respected, hardworking and passionate about the mission of the organization; appropriately deliberative; and possessing sound political acumen. They are largely regarded as highly professional individuals with a servant leadership approach. The organization seeks increased engagement in leadership roles by “emerging professionals” and fresh thinking. The membership at large feels well-served by the IACP’s vast resources and support for the profession. Members are described as quite diverse in terms of agency size, education and expertise; collaborative in nature; and supportive of one another and the organization. Both staff and volunteer leaders express pride in the wide regard that related organizations and law enforcement professionals have for the IACP. Maintaining and expanding on this foundation will be a key measure of success for the future Executive Director.

**Challenges and Opportunities**
As part of the Policing in the 21st Century initiative, and in order to gain a better understanding of the challenges confronting law enforcement agencies, the IACP recently surveyed and held roundtable discussions with more 400 law enforcement executives. Key findings included the following:

- More than 55% of respondents said that the new economy presented a serious or severe problem to their agency.
- More than 85% of agencies reported that they were forced to reduce their budget over the last year, with nearly half of agencies surveyed reporting that they had to lay off or furlough staff in the past 12 months.
More than half of respondents reported that they had to reduce their budgets in the prior year by 5% or more; a quarter had to reduce their budgets by more than 10%.
Approximately 94% of respondents said that they were seeing a “new reality” in American policing developing.

The IACP membership will increasingly look to the IACP for assisting them in “doing more with less,” in light of the financial constraints that many agencies are facing, with reduced federal, state and local funding. Tighter budgets will continue to force members to be more selective with IACP involvement; as a result, the IACP needs to continue to diversify member offerings from traditional capabilities to meet the changing needs of its membership base. The IACP has an opportunity to reevaluate the way it conducts training and target opportunities to provide the greatest return on training investments.

As the demographics of the IACP membership continue to evolve and greater demand for different services is placed on the association, it will be even more critical to prioritize activities and services and align them with available resources, so that the association can continue to serve the needs of the membership without compromising the integrity of the organization’s capabilities. As the IACP expands domestically and internationally, there is significant opportunity to draw new members and broaden the membership base. While the membership is strong and growing, there are still countries that are not represented or are under-represented in the current membership that can be targeted for future growth. At the same time, IACP strategies must address the economic and geographic challenges experienced by international members.

Management and leadership support are among the most pressing issues facing police chiefs today, and they need immediate resources to upgrade competencies. Additionally, reaching, training and engaging the next generation of police leaders will allow the IACP to tap into members who will support the organization in the future.

The diversity of the membership requires careful consideration and balance in developing points of view on policing issues, legislative platforms or controversial issues affecting the community. An additional challenge in serving as a voice for policing issues and members is being able to
effectively communicate across geographic and language barriers; as such, the IACP sees an opportunity to develop new platforms for communication and new technologies to promote communication.

Finally, there is an opportunity for the IACP to increase collaboration with the academic arena, the private sector and related law enforcement organizations to sustain and strengthen its research agenda, secure funding for ongoing research, and raise its profile and effectiveness in its advocacy and legislative/public policy efforts.

**Executive Director Position**

*Responsibilities:* The Executive Director is responsible for managing the professional staff and operations of IACP; providing strategic leadership to maintain the IACP’s leadership role in law enforcement; representing the profession across a wide spectrum of alliances and partnerships; overseeing industry advocacy efforts and government affairs; and representing the organization to local, state, federal and tribal agencies and legislators, and to other law enforcement organizations.

In addition, the Executive Director will:

1. Provide leadership in the development and execution of organizational strategy;
2. Promote the visibility of the IACP and the profession;
3. Engage and work in collaboration with the Boards of Officers and Executive Committee on matters of governance, mission, vision and strategy;
4. Hire, manage and develop talented professional staff to implement activities, programs and initiatives; and
5. Maintain and manage the financial integrity of the organization, its funds and assets; and align the annual operating budget with the strategic goals and objectives while maintaining the highest standards of legal and fiscal responsibility.

*Education and Experience:* The ideal candidate will have post-secondary education (e.g., a collegiate degree); executive or senior-level experience in organizational management (nonprofit association management is an asset); and experience in advocacy/legislative activity.
Designation as a Certified Association Executive (CAE) is an asset. Previous experience as a Chief Executive Officer or Executive Director is an asset but is not required. Experience in or familiarity with the justice sector and/or with law enforcement agencies and issues, public safety, community service organizations and professional foundations is desirable.

The ideal candidate will demonstrate experience and success in the following areas:
1. Advancing an organization’s advocacy, legislative and public policy interests at the federal, state and local levels;
2. Employing effective public relations to raise the profile and reputation of an organization among external and internal audiences;
3. Leading and managing a large, visible and complex organization with diverse stakeholders;
4. Developing a strong and effective relationship with and supporting a Board of Directors, and managing association governance issues and structures;
5. Developing and delivering innovative association services, programs, education and resources to advance the profession;
6. Developing, managing and motivating a high-functioning professional staff;
7. Financial and business acumen to ensure short- and long-term stability of an organization’s assets, including development and diversification of sustainable revenue sources;
8. Understanding of best practices in association management and their implementation; and
9. Developing and implementing strategic plans and initiatives, and identifying and prioritizing short- and long-term organizational goals, needs and resources.

Other desirable experience includes membership growth and retention; membership training and development; marketing the value of a membership organization; experience or involvement with international membership organizations; and grant writing and grant processes.

**Skills and Abilities:** The following skills and abilities are important to the candidate’s success in the position of Executive Director:
1. Visionary leadership and foresight, in order to capitalize on opportunities, and to identify challenges and the resources necessary to meet those challenges;
2. Ability to build consensus among diverse constituencies and related organizations in order to further common goals and objectives and to leverage resources and influence;
3. Building and maintaining strong alliances and partnerships with related organizations; and
4. Strong written and oral communications skills, with the ability to deliver clear and effective messages to all stakeholders.

**Personal Characteristics and Behaviors:** The Executive Director will possess the following personal characteristics and behaviors:
1. Unquestioned honesty, integrity, loyalty and ethics;
2. Inclusive, collaborative and collegial; a team-builder and consensus-builder by nature;
3. Visionary; strongly committed to the mission of the organization;
4. An articulate, skilled communicator; a strong listener who actively invites input from a variety of areas;
5. Confident, thoughtful, poised and professional, with a sense of humility;
6. Responsive to the membership and staff;
7. Respectful of opposing points of view and differences of opinion; tactful and diplomatic; open to new ideas;
8. Politically astute, with solid negotiating skills;
9. Effective and results-oriented in overseeing daily operations and implementing Board decisions; forward thinking;
10. Engaging, personable, accessible and approachable;
11. Cognizant and respectful of the appropriate role of the Executive Director relative to that of the Board and volunteer leaders;
12. Inspirational and optimistic; able to motivate and engage others in effectively articulating the organization’s vision; and
13. Open to working with and learning from others who have skill sets different from his/her own.

The organizational strategies that are considered most important for the Executive Director to pursue include (a) prudent financial management and revenue generation, and improved
organizational productivity; (b) strategic partnerships with related organizations; (c) fostering cooperation among recognized leaders and leading police organizations worldwide; (d) advocacy to influence legislation on current issues, and (e) a leadership role in transforming law enforcement policy and practice.

**Measures of Success**

The Executive Director’s success in the position will be measured by demonstrated progress in the following areas:

1. Advancement and implementation of the organization’s strategic plan;
2. Successful integration into the culture of the organization;
3. Quality of relationships with volunteer leaders, members, state associations, divisions and related organizations;
4. Stability, morale and continued exceptional performance of the professional staff;
5. Quality of communication with and responsiveness to the membership;
6. Continuity of member services, programs and resources during the transition to new leadership;
7. Enhancement of the public profile of the organization;
8. Continued stability of the organization in terms of membership and financial integrity; and
9. Demonstration of the ability to listen carefully to all constituencies and develop an understanding of their concerns, issues and needs.

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