

# ILLINOIS STATE UNIVERSITY POLICE



**2024-2029 Strategic Plan**

---

## Mission/Vision/Values

### Mission

The Illinois State University Police Department's mission is to serve, protect, and educate with **PRIDE** and in partnership with our community.

### Vision

The Illinois State University Police Department will be a model of higher-education law enforcement committed to providing the highest quality of service to ensure the safety and well being of the University community.

### Values

**Professionalism** - We are committed to deliver excellent service and providing individualized attention.

**Respect** – We are committed to respect the people we serve and work with in order to foster an environment of trust.

**Integrity** – We are committed to perform honorable and ethical action on a daily basis.

**Diligence** – We are committed to offer timely responses by taking action, service of consistent quality, and competencies of high standards.

**Equality** – We are committed to promoting equality and diversity in terms of race, religion, age, gender, nationality, sexual orientation, ancestry, marital status, mobility, professional identity, etc.

## 2019-2024 Strategic Plan Executive Summary

In 2019 Illinois State University held numerous consultations with the community and then published a five-year plan, A Vision for Campus Safety. Looking back, we take pride in many accomplished objectives to serve our campus.

### Community Engagement and Innovation

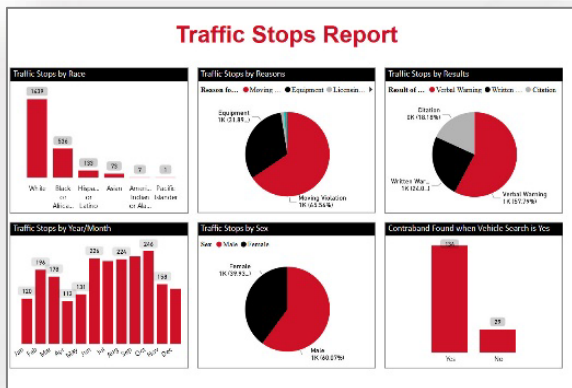
**Success Story:** University Police embarked on a bold plan to create its first dedicated community engagement division, comprised of a sergeant and two officers. Those officers were joined shortly after by the first therapy dog, Pawfficer Sage. Five years, tens of thousands of conversations, and over a thousand events attended later, The Community Engagement Unit is now a hallmark program of Illinois State University Police.

- Created the Community Engagement Unit.
- Established the Pawfficer program.
- Created TikTok channel and increased followership to over 11,000.
- Increased social media followers on Facebook and Instagram by more than 200% each.
- Established a Police Chief’s Advisory Council made up of representatives from shared governance and across the campus community.



### Transparency and Accountability

**Success Story:** Although Illinois requires reporting of traffic stop data, University Police is committed to transparency and seeks to make this data available to the public without media spin. An overhaul of its website brought the inclusion of dashboards, updated quarterly, where the public can view and analyze University Police traffic stop and pedestrian stop data. As technology and software systems advance, University Police looks forward to further updating and making available other data sets in our commitment to accountability and transparency.



- Hired a multimedia assistant to facilitate the timely response to increased FOIA (Freedom of Information Act) and body camera requests.
- Published a new, streamlined website with transparency dashboards.
- Achieved ILACP Tier 2 accreditation, and reaccreditation.

## Infrastructure and Staffing

**Success Story:** *University Police seeks to engage with next generation technology and equipment that support officer training. An acquired de-escalation simulator provides officers with the opportunity to train on de-escalation scenarios and use of force. As COVID shocked the nation and prevented many in-person trainings, University Police were poised to continue training using the simulator. We are grateful for the return to in-person training, and for the added value that the simulator provides to our staff and to community education and researchers on campus.*

- Purchased and implemented a de-escalation, use of force simulator.
- Implemented body-worn cameras two years prior to legislative mandate.
- Added technology to modernize and support staff with Freedom of Information Act requests, early warning and accountability, and electronic ticketing.
- Added an ATV for rapid safety response during large-scale campus events.
- Added a corporal position to day shift, and achieved approvals for three more corporals to increase supervision, support, and accountability.



---

## 2024-2029 Strategic Initiatives and Objectives

### Strategic Initiative #1: Advance Community Education and Collaboration

*University Police believes building relationships and trust within the communities we serve leads to a safer campus community. Through targeted educational programs, interactive workshops, and transparent communication channels, we seek to empower our community with the knowledge, resources, and skills to make safety decisions and to reach us when emergencies arise.*

#### **1.1 The Community Engagement Unit meets increased programmatic demand.**

Success indicators: Staffing numbers to the Community Engagement Unit increased by two officers and service is expanded to seven days a week, Engagement numbers increased by 10 percent.

Maps to University Goal I(A)(4) and I(C)(3)

#### **1.2 A School Resource Officer provides dedicated, specialized support to the laboratory schools.**

Success indicators: Staffing, Baseline engagement numbers created and increased

Maps to University Direction II(C)(3)

#### **1.3 University Police's profile is elevated regionally and nationally through participation in research, peer publications, and award submissions.**

Success indicators: A minimum of one publication and award submission are made annually

Maps to University Direction III(C)(2)

#### **1.4 The Illinois State community receives consistent and specialized care from a Co-Responder Mental Health Response Program.**

Success indicators: Staffing increased by one dedicated officer, Number of referrals made, Number of relationships built with community and campus agencies to facilitate continuum of care increased, Number of persistent non-progressing contacts reduced

Maps to University Direction II(C)(3) and I(B)(4)

#### **1.5 University Police has trust with the community through a commitment to standards of excellence, consistent policy adherence, and making its policies accessible to the public.**

Success indicators: ILEAP Tier 1 accreditation achieved and publicized, Out to Protect LGBTQ accreditation achieved and publicized

Maps to University Direction I(B)(4)

#### **1.6 University Police creates communications that enhance the public's understanding of the department's mission, vision, and values, while providing clear and consistent safety messages.**

Success indicators: Social media analytics show an increase in video retention, and an increase in engagement

Maps to University Direction III(C)(2)

## **Strategic Initiative #2: Augment Staff for Comprehensive Stewardship of a Growing Campus**

*Illinois State University is a vibrant and active campus. University Police seeks to meet the security needs of the campus and its increased large-scale campus events with a trained, professional staff. An appropriately sized staff will have the capacity to balance reactive calls for service with proactive crime prevention, education, risk analysis, and emergency preparedness.*

### **2.1 University Police will have sufficient supervisory position to ensure accountability, strong internal communications, a supported staff, and opportunities for leadership development.**

Success indicators: Six corporal positions are filled, Two Lieutenant positions are filled, one additional Sergeant is added.

Maps to University Direction II(C)(3)

### **2.2 University Police provides proactive security for the Illinois State University community and fully staffs the increasing large-scale campus events.**

Success indicators: Staffing increased to 41 sworn officers, Instances of minimum shift staffing and double shifts worked are reduced by 10 percent

Maps to University Direction II(C)(3) and III(C)(3)

### **2.3 An officer and explosives detection canine will provide preventative safety services and response to threats that minimize operational disruption to campus.**

Success indicators: Staffing, Training and event utilization will strengthen safety operations

Maps to University Direction II(C)(3) and III(C)(3)

### **2.4 A behavioral threat assessment analyst will support the campus care and emergency response teams with proactive safety and threat analysis.**

Success indicators: Staffing, Percentage of referrals resolved

Maps to University Direction II(C)(3)

### **2.5 University Police will retain a high quality, diverse workforce.**

Success indicators: Staff turnover reduced by 5 percent

Maps to University Direction II(C)(3) and I(D)(2)

## **Strategic Initiative #3: Bolster Infrastructure to Serve Community and Staff**

*University Police must have a facility and infrastructure that reflects the professionalism, dedication, inclusion, and well-being they provide the campus they serve. This is essential to creating a workforce who will remain with the institution and grow in its values.*

### **3.1 University Police will remodel or build a facility that is accessible to visitors and campus constituents.**

Success indicators: Completion of a remodel or facility construction

Maps to University Direction II(C)(3) and II(C)(1)

### **3.2 Officers exceed minimum state training requirements with a training space designed for leading edge professional development and research.**

Success indicators: Completion of a training space; Hours of use internally, and Hours of use by research or external partners are tracked for a baseline for growth.

Maps to University Direction I(D)(1) and III(B)(2)

### **3.3 Spaces are designed to promote community engagement and support education initiatives, including capacity for students and campus organizations collaborating on a shared responsibility for safety.**

Success indicators: Completion of a training space; Hours of use internally, and Hours of use by research or external partners are tracked for a baseline for growth.

Maps to University Direction II(C)(3)

### **3.4 Meet the physical space needs of a growing staff.**

Success indicators: All staff have a locker and supervisory/administrative staff have a dedicated office space.

Maps to University Direction II(C)(3)

### **3.5 University Police is responsive to evolving technology, legislative mandates, and industry innovations.**

Success indicators: New mandates are funded and met by legislative deadline, Funding is made available to embracing 21<sup>st</sup> Century Policing recommendations

Maps to University Direction II(C)(3)