



UNIVERSITY OF WISCONSIN-MADISON

# University Police Department



## University of Wisconsin Police Department Strategic Plan

**2008 – 2012**

# UW Police Department

**Strategic Plan- Overview**  
**2008 – 2012**  
**Draft: prepared by Pat Alea**  
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## **Recommended Plan Outline:**

- Table of contents
- Planning Team roster
- I. Executive Summary
- II. Planning Process description – timelines
- III. Vision/Mission/Values  
Strategic Priorities and Goals
- IV. Conclusion and Communications Plan

## **Content details in each section:**

### **I. Executive Summary of Strategic Plan**

This will work as a distilled version of the Strategic Plan and can be used as a stand-alone document or as a letter to key stakeholders such as other university leaders. Content will include: Chief Riseling's Overview of Strategic Direction and general comments on 2008 Priorities/Goals, culture and climate of the department, and personal leadership vision for the department over the next three years.

### **II. Strategic Planning Process**

Overview of approach  
Outline of planning steps in the process  
Summary of departmental input on mission/vision  
Strategic Priority Teams

### **III. Vision, Mission, Values**

Strategic Priorities & Goals

### **IV. Conclusion**

Timeline step chart  
Communication Plan – Core message

# Planning Team Roster

**Chief of Police, Susan Riseling**

***Assistant Chief Brian Bridges\****

Sgt. Clark Brunner

Assistant Chief Dale Burke

***Captain Johnnie Diamante\****

Sgt. Kurt Feavel

Security Supervisor Mark Golbach

Security Supervisor Mike Gruber

Security Supervisor Brad Hines \*\*

Lt. Eric Holen

Lt. Joe Hornbeck

Assistant Chief Jerry Jansen

Lt. Ken Kerl

Sgt. Anita Kichefski

Police Communications Supervisor LeAnn Krieg \*\*

Sgt. Tamara Kowalski \*\*

***Lt. Bill Larson\****

Sgt. John Lind

Sgt. Ben Newman \*\*

Sgt. Mike Newton\*\*

Assistant to the Chief Terri Parks

Security Supervisor Shahidah Pasha \*\*

***Captain Karen Soley\****

***Captain Steve Rogers\****

Sgt. Kari Sasso

Security Supervisor Bill Vanderbloemen

Sgt. Jerome Van Natta

IT Manager Jim Werner

Sgt. Jason Whitney

***Lt. Peter Ystenes\*, \*\****

***\*Planning Team Leaders***

***\*\* Communication Team Members***

# Executive Summary:

Of the many positive traditions we have established at the University Police regular comprehensive strategic planning has served us very well and strengthened our capacity to serve the UW Community. Such planning takes into account both internal factors and external influences that shape our priorities. In 2001, just after 9/11, for example, our planning took on an unprecedented global perspective which informed not only the scope of our service but the direction of our training and development. The role we took on the UW-Madison Campus became one of trusted advisor in matters of safety and security and “prevention partnerships” became by-words in planning.

The current period of strategic planning has revealed a new emphasis on the need to maintain and continue to build internal resources and key partnerships that will support our reach. Today’s world is too dynamic and unpredictable to have everything we need whenever we might need to have it. It costs too much and drains valuable staff time to be everything to all people. Therefore it is critical to have strong partnerships with other departments and agencies that may have talent, skills techniques or tools - proficiencies we can call upon when and if the need arises.

Our department has a strong and mature culture centered on professional learning and leadership. Because of the rich collaborations we have formed within the university and beyond, we have achieved, as a department, a deeper institutional knowledge and enjoyed opportunities for campus, community and national leadership in helping form new visions for effective policing. We believe that we are drawing and retaining top talent in law enforcement at this time. While our global perspective will remain a central focus, new priorities for the next few years will continue to ensure excellence.

- ***Building Collaborative Teams and Strengthening Key Partnerships***
- ***Improving Communications for Greater Effectiveness and Efficiency***
- ***Investing in, Measuring, and Rewarding Professional Development***

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The recent Strategic Planning process has involved a 30-member Strategic Planning Team representing all departmental functions. The Team met three times for half-day planning sessions and completed assignments between meetings related to data gathering and verification processes. As I have done

with each strategic planning process since being named Chief in 1991, I interviewed each member of the department to gain input asking “what we do well, what needs improvement and how they see themselves contributing to the organization”. This input has been included in the planning process, as well.

The Mission and Vision of the Department remain essentially unchanged although team members provided thoughtful additions to better reflect our evolving role. A deep internalization of core values articulated during our last planning cycle remains a strong statement of our culture and commitment... Respect. Integrity. Compassion. Honor. R.I.C.H. is taken seriously and is a serious source of pride for each of us.

# Strategic Planning Process - 2007

- **Meeting #1 – March 23**

Outcome: To create a shared planning platform for a collaborative future through a review of UWPD history, analysis of present priorities and to articulate a vision for the future.

*Interim Team Assignment – Draft broad-brush priorities for each division collects and identifies additional data to verify choice of the new direction and identify stakeholders related to priority.*

- **Meeting #2 – May 11**

Outcome: Review, refine, combine, finalize Strategic Priorities collaboratively and begin to revise for collaborations and resource alignment.

*Interim Team Assignment – Collect and analyze stakeholder input through interviews, brief surveys, benchmarking, SWOT's to verify and refine direction and to discover new resources and collaborations.*

- **Meeting #3 – June 1**

Outcome: Present final Strategic Priorities, align implementation and identify SMART Goals for the next 12-18 months.  
Begin communications planning.

- Follow-up activity –All Team members review Mission, Vision and Values and provide input for communications team to develop updated documents that support core mission, strategic intent and priorities.

# Mission Statement - 2008

As dedicated law enforcement professionals we prepare for, research, and respond to individual and community needs. We develop and maintain a well-equipped, well-trained team, working together in an effort to resolve crises and solve crimes.

To maintain and promote the academic and research mission of the University, we will continue to work in cooperation with the campus community. We strive to be proactive in providing a safe environment for the people and property of the University of Wisconsin.

We deliver preventive measures to the University community, enabling a timely, effective response to incidents and emergencies, with a goal of quick recovery. We provide recommendations and allocate resources, aiding the campus in emergency preparedness and response to minimize potential risk.

We safeguard and serve all individuals, promoting diversity and operating in an unbiased manner. We uphold the United States Constitution as we **Respect** and **Honor** our colleagues and community by working with **Integrity** and **Compassion**.

## Abbreviated Mission

- Under the United States Constitution we safeguard and serve all individuals, promoting diversity and operating in an unbiased manner. In cooperation with the campus community we strive to provide a safe and secure environment for the people and property of the University of Wisconsin.

# Vision Statement - 2008

As leaders in university policing, our focus is on providing comprehensive services and expert guidance to the University of Wisconsin-Madison community and the University of Wisconsin System. We will share our knowledge and leadership with public safety communities at local and national levels.

We value **Respect, Integrity, Compassion, and Honor** (RICH). These characteristics will guide our everyday actions. We will strive to work in partnership with the University, community agencies, and our professional peers. We will continue to use feedback, self-assessment, and innovative practices to provide leadership in solving community problems.

Our organization will continue to pursue professional growth and education. We will cultivate organizational diversity and creativity that supports the Department's values. We will recognize and reward excellence in fulfilling our Mission and Vision.

We will work to enhance a reputation grounded in the highest ethical and professional standards of law enforcement.

## Abbreviated Vision

- As leaders in university policing we encourage best community practices and provide expert guidance to the University of Wisconsin-Madison, the UW System, surrounding public safety agencies, and our professional peers. We strive for the highest ethical and professional standards and recognize and reward excellence in fulfilling our Mission.



# Values

## ***Respect - Integrity - Compassion - Honor***

### **RICH Definition**

**Respect:** We strive for the just enforcement of laws, equal protection of constitutional rights, and reasonable use of force. We are dedicated to the objective, fair, and consistent treatment of the general public and fellow employees in all of our actions.

**Integrity:** We are at all times committed to maintain the public trust with honest, moral, and ethical behavior that is above reproach.

**Compassion:** We make decisions and take action with empathy and thoughtful consideration for others.

**Honor:** We show esteem, respect, and reverence for our personal and professional family as well as all citizens.

# **UWPD – Strategic Priorities with Goals 2008 – 2012**

- **Building Collaborative Teams and Strengthening of Key Partnerships**
  1. Problem-solving teams working with community on identified problems
  2. Proactive Police Services (Infrastructure Security)
- **Improving Communications for Greater Effectiveness and Efficiency**
  1. Comprehensive communications
  2. Emergency Management communications
- **Investing in, Measuring, and Rewarding Professional Development**
  1. Consistent, well-planned training
  2. Revised evaluation process for all department members

# Conclusion: Communicating to Customers

- **How to Use This Plan**

This plan should be used

- For discussion purposes at staff and planning meetings
- For aligning work assignments and clarifying position descriptions
- For developing annual budgets. Priorities should receive top funding
- For inclusion in performance reviews, especially for point people
- For future hiring to fill gaps necessary to fulfill goals
- To identify a specific, dated action plan one year out. Plan should be updated annually and have a major revision/evaluation every 3 years
- As a tool to monitor progress and assure continued planning. It should be noted that this is the primary responsibility of the leadership of the organization
- To drive a marketing/communications plan including: annual report, newsletters, internal and external memos, media planning and response, brochures, symbols and ceremonies of the department

Communication Team members will provide recommendations for integrating Strategic Priorities into all departmental literature, electronic and performance-related documents.

# Strategic Planning and Implementation Timeline

2007

DETAIL	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
<i>Process design</i>	***	***									
<i>SWOT, core values, operating principles.</i>		***									
<i>Vision development</i>		*****	*****								
<i>Preliminary priorities development ID SMART Goals</i>		*****	*****	*****							
<i>Review, refine priorities with data, external input, benchmarking</i>			*****	*****	*****	*****	*****				
<i>Review of Mission, Vision, Values</i>				*****	*****	*****	*****				
<i>Final Priorities development</i>							*****	*****			
<i>Communication Team draft of M/V/V</i>								*****	*****		
<i>Implementation begins, communication plan rollout</i>										*****	*****

# Strategic Planning Facilitator



The Strategic Planning process was facilitated by *Alea & Associates*, organizational development specialists based in Madison, Wisconsin. *Pat Alea* works with government, private, non-profit, and educational institutions to clarify vision, mission and strategic priorities, address goals and outcomes and build plans for implementation.  
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## **ADDENDUM A**

### **Strategic Planning Team Input on Mission, Vision, Values for revised statements or to include in Executive Summary**

#### **VISION: Input from Team Members**

Internal departmental understanding, commitment key to successful priority implementation

Remove “utilize community feedback” unless we actually plan to do it. Maybe use “we welcome community feedback...” Or we will solicit, encourage...

Keep focus on internal camaraderie

Visionary leadership including system-wide campus communities

Use innovative practices rather than best practices to establish leadership

Commitment to advancing technology... to solve community problems

Clarify “expert guidance” with specifics (construction, access control, disaster planning)

Add crime prevention and education

Add “police in an unbiased manner”

Replace pride with honor/dignity

Keep, as central, supporting academic and research mission – it’s unique to us

University recognizes UWPD as benefit to all

Keep RICH. This guides our everyday actions!

Safety and security is top priority

Add innovation – fees for service function (share knowledge and provide needed revenue)

Bullets 1,4,7 re key to forward movement. Bullet 6 is what we offer and others expect.

Bullet 9 is a unique and key benefit we offer

Suggest adding: We will partner with campus planners, providing them with relevant design criteria for incorporation into new building design emphasizing accepted safety and security practices

Point 3, replace “encourage” with continue to pursue professional growth and education”

Add “department’s” to “we will cultivate creativity and diversity that supports our department’s values and vision.”

“We will dedicate ourselves to work in partnership with the University”

“We will foster diversity and creativity” “We cultivate organizational diversity and creativity that supports our values and vision.”

“We will work to enhance a reputation grounded in the highest ethical and professional standards”

New ideas from history-gram to consider – empowerment culture, edge of technology, commitment to improvement, special expertise, professionalism, open to change, respect...

Change fourth paragraph to “Our reputation will be culture bonded in the highest ethical and professional standards and practice proactive outreach, education and planning to address current and future community needs.

Omit “as our community adapts to the accelerating pace of worldwide change”

“We will enhance our efforts to work in partnership with individuals, the University etc... and to solve individual and community problems”

Through our leadership and disaster planning, we will guide the University through unforeseen circumstances

We will become nationally recognized leaders in building safe/secure environments with the construction of the University

Included: prevention and education has reduced preventable crime, enlisted and collaborated with the community to solve problems, alignment with university and influence with campus leaders, UWPD priorities are recognized by university leadership as benefit to all

Deleted: implement no-fail, no false alarm system; break through understanding with the student body

“We will work with campus stakeholders to ensure there is consideration of safety and security needs incorporated into the design and construction of campus buildings”

Work with campus to accept importance of basic security measures – card access, building standards, alarm systems, prevention education

Problem-solvers at every level of the department

## **MISSION: Input from Team Members**

We take pride in our community and in those we protect and serve

Add “all employees working together”

Identify barriers, factors driving problems in university

Maintain intelligence dominance in deterring and preventing crime

Definitely need to broaden Mission statement to better reflect the breadth of our service to the community

Include roles as educators and experts in P&D. Emphasize IS and EM purposes, too.

Problem-solving ideology should be central to Mission

Include the “how” of responding to community needs

Proactive and responsive both are important to emphasize

We “strive to prevent crime” instead of “we prevent crime”?

Suggested draft:

*We listen and respond to individual and community needs with a well-equipped, trained workforce in an effort to prevent crime.*

*In support of the University’s academic and research mission, we will strive to assure safety and security for all people and property at the Univ. of Wisconsin*

*We will serve with excellence and will treat all people we contact with compassion and respect*

*We uphold the U.S. Constitution and human rights. We take great pride in who we are the service we provide and the results we achieve*

Add “We safeguard and serve all individuals, *policing in an unbiased fashion*

“Safety and security to ALL people”

“People who come in contact with the University of WI *building and grounds*”  
 Remove “honoring” our history while acknowledging our imperfect past  
 Change first statement of Mission to “We work with the community to reduce crime through training and programs designed to meet the community’s needs”  
 Add “we will assist our university and the UW System and recover from crisis  
 Need to reflect the day-to-day work of Emergency Management coop.  
 Consider adding this language:  
*Our purpose is to deliver preventative measures to the UW-Madison community that will enable efficient and effective response to any incident or emergency and enable a quick recovery to a normal state of balance. Provide advice and allocate resources to minimize potential emerging risk; provide emergency planning and improve our business efficiency whilst strengthening the capability of our own people.*  
 We help plan and protect the building process occurring at the University. We will adapt to the changing needs of the University during the construction process.  
 Add to the second bullet: “We will do this by providing information to people who come in contact with the University of Wisconsin, on how they can take an active role in their own safety and security and the security environment on campus.”  
 Instead of “We prevent crime” “We are problem solvers...”  
 Second paragraph... “In support of the University’s academic and research mission we will work in cooperation with the campus community to enhance the safety and security of the campus and to aid the campus in its emergency preparedness and response. With a commitment to serve with excellence, we will treat each individual with compassion and respect.”  
 Need more proactive first statement. Second statement should emphasize how we are educators and support the university’s mission. Include RICH in both Mission and Vision statements.

## **VALUES: Input from Team Members**

RICH – anchor for our service promise... include professionalism, change management and diversity – stress these in internal and external communications at all times.  
 Add camaraderie  
 Define each of the values – RICH and include in evaluation process. Consider adding duty, safety and teamwork  
 Visionary and forward-thinking. Empowerment for all for input and problem-solving.  
 Add commitment to improvement  
 Loyalty, professionalism, hiring other than white males, mission-driven  
 Stress “empowerment culture”  
 Add special expertise, new policing approaches  
 Add adapt to a constantly growing university  
 Suggest: ENRICHED  
*Empowerment*  
*Non-judgmental*  
*Respect, Integrity, Compassion, Honor, Evolving (or effective), Diverse*  
**Stay with RICH and develop it as a reality. Don’t lose the focus.**  
**5 or more suggested no changes to RICH**



## **ADDENDUM B**

**Department Staff input** – summary of notes from Chief’s meetings with all staff members in which each person described things the department currently does well and things that need improvement.

### **Things we do well...**

Members of the department share pride in the many achievements of the department over the past several years including the focus on professionalism and the role of leadership UWPD has taken within the state and beyond. There is a feeling that the culture and climate of the department are stable and very positive and that these factors help draw and retain strong talent. Department members feel motivated to exceed expectations and the climate includes recognition and reward and fun!

Training opportunities and a culture that supports learning and growth is a strong, positive factor. A standard for finding collaborative solutions creates opportunity for leadership at every level and there is a shared pride in productivity and ability to respond quickly when service is needed. An equal emphasis is placed on preventative policing and community collaborations. Partnerships “beyond the borders” of the department have strengthened community relations and have positioned the UWPD as an important resource in campus planning of every kind.

Departmental infrastructure is an ongoing priority and employees describe policies and procedures seen as pragmatic, equipment and technology as continuously improving and express enthusiasm for the swift, flexible implementation of good ideas as they arise.

### **Things to improve...**

- Supervisory procedures: ensure a positive and consistent approach.
- Better align training opportunity options and accountability.
- Work to reduce the number of meetings.

- Clarify decision-making processes.
- More lead time for football scheduling.
- Communication issues: improve information flow, maintain positive climate, try for more open planning processes, clarify channels for problem-solving, create unified message for web/press/blog, continue to address crisis communications, establish open forums for ideas exchange.