



**MICHIGAN STATE UNIVERSITY
POLICE AND PUBLIC SAFETY**

STRATEGIC PLAN 2022-2025



PUBLISHED JULY 2022

EXECUTIVE SUMMARY

The Michigan State University Department of Police and Public Safety (MSU DPPS) Strategic Plan for 2022 - 2025 details the forward-focused goals and objectives MSU DPPS will engage in over the next three years to meet related mission objectives.

MSU DPPS spent time this last academic semester focusing its attention on the creation of a strategic plan to ensure an environment where community stakeholders feel respected, safe, and protected from becoming a crime victim. MSU DPPS has sought to leverage its university resources in a manner that implements a mission that addresses the experiences and needs of all students, faculty, and staff.

As our department developed its internal strategic plan, MSU DPPS analyzed the work of the MSU 2030 Diversity, Equity and Inclusion, Relationship Violence and Sexual Misconduct Strategic Plans and the work of the Task Force on Racial Equity. Each plan was a critical document when seeking to properly align MSU DPPS with the many voices that were instrumental in creating a shared vision and common set of principles and values which are needed to guide the mission, vision, and goals.

The collaborative strategic planning work of our university colleagues mandated a departmental reorganization even before our strategic plan work was initiated. MSU DPPS Vice President for Public Safety and Chief of Police Marlon Lynch reorganized the department to better represent the priorities of campus stakeholders. The reorganization places heightened emphasis on initiatives that enhance community engagement; diversity, equity and inclusion outreach and training; relationship violence and sexual misconduct; professional standards; communications; and professional accountability to ensure operational compliance and strategic planning.

The department further began the law enforcement accreditation process with the **Commission on Accreditation for Law Enforcement Agencies (CALEA)**. Law enforcement accreditation with CALEA is considered an opportunity to voluntarily meet an established set of professional standards, which are considered the gold standard in law enforcement.

To identify MSU DPPS's strategies, MSU DPPS leaders, employees, and key stakeholders, including union leadership, and members of the Police and Public Safety Student Advisory Committee were asked to share their insights about the department's current operations, philosophy and workforce. Members of the strategic planning committee were tasked to glean common themes, frequency of key topics, and highest priority focus areas during their work on the committee. Committee meetings included presentations on the history of the department, the various university strategic plans, an environmental scan, SWOT and budget analysis, focus groups, and various group exercises to derive the department's mission, vision, values, goals, objectives and strategies. Special emphasis was placed on the concept of diversity, equity and inclusion throughout our strategic planning, which included a detailed presentation by Dr. Jabbar R. Bennett, MSU Vice President and Chief Diversity Officer.

MESSAGE FROM THE VP/CHIEF OF POLICE

My fellow Spartans,

When I joined Michigan State University Police and Public Safety in April 2021, I was excited and honored for the opportunity to return to my alma mater and lead a talented group of police and public safety professionals. That honor still holds true today, as we introduce to you our 2022-2025 Strategic Plan.

As our world continues to evolve, our department must do the same. Throughout my time so far as Vice President for Public Safety and Chief of Police, I have strived to put our community first through initiatives such as expanding our Community Engagement Unit, establishing a Police and Public Safety Advisory Committee, and the implementation of our SafeMSU App. We have also made significant progress in the implementation of the recommendations from President Stanley's Race and Equity Task Force Sub-Committee on Policing. We continuously aim to collaborate with the students, faculty, and staff we serve, and I am proud of the work completed thus far – and while there is still work that must be done, we are fully prepared to take on that challenge.

As you begin to read our Strategic Plan, this document serves as a commitment to you. We took great pride in redeveloping our mission, vision, values, and goals, which are a direct result of speaking with our community and listening to your needs. Always feel free to reach out to us with any ideas you may have, as we are available 24/7 as a resource to keep you safe. We appreciate your involvement with our department and community as we continue to grow together as one. **Go Green!**



Marlon C. Lynch

Vice President for Public Safety and Chief of Police
Michigan State University

BACKGROUND & METHODS

The Michigan State University Department of Police and Public Safety (MSU DPPS) held three department-wide strategic planning meetings in February 2022. The Strategic Planning Committee was responsible for creating the department's strategic plan, which outlines the mission, vision, values, goals, objectives, strategies, and action plans.



Daryl Green
Former Chief of Staff

The committee was chaired by former Chief of Staff Daryl Green and Professional Accountability Inspector Aerin Washington, with 20 additional members representing all areas of the department, the Clerical-Technical Union of MSU, and the Administrative Professional Supervisors Association. Members were selected to serve based on their different insights, experiences, and roles within the department.



Aerin Washington
Inspector

Chief of Staff Green and Inspector Washington led the sessions with an explanation of the strategic planning process and facilitated brainstorm sessions designed to aid in the development of the mission, vision, and values. Once these were drafted, the committee underwent a process in which it identified objectives that aligned with the proposed mission statement. The submissions were reviewed by the committee and documented. The strategic planning sessions also included presentations, guest speakers, and small group work sessions.

The final version of MSU DPPS's Strategic Plan is supported by the Strategic Planning Committee and reflects the feedback that was solicited from colleagues throughout the planning process. Michigan State University's Strategic Plan; Diversity, Equity, and Inclusion Strategic Plan; and Relationship Violence and Sexual Misconduct Strategic Plan were also heavily considered and noted during this process. Upon completion, MSU DPPS's Strategic Plan will be reviewed by department leaders, staff, and the MSU Police and Public Safety Advisory Committee.



MISSION

The mission of the Michigan State University Department of Police and Public Safety is to enforce laws and provide public safety services in an inclusive and accessible manner through outreach, engagement and care to support the Spartan community.

VISION

We will promote safety as our top priority while leading with honesty and transparency.



VALUES

COLLABORATION

We will develop partnerships through engagement and empower our community to become partners in maintaining a safe and respectful environment.

EQUITY

We will continually educate ourselves in an effort to provide an equitable, inclusive and accessible environment and service.

INTEGRITY

We will remain committed to the highest standards of professionalism and ethical behavior and we will conduct ourselves with pride in all we do.

EXCELLENCE

We will commit to engagement, outreach, and implementation of creative strategies to address community concerns.

RESPECT

We will value the dignity of every individual and seek to understand the diverse community that we serve.

STRATEGIC PLAN

Strategic Goals

GOAL #1: ACHIEVE OPERATIONAL EXCELLENCE

OBJECTIVE #1

INCREASE PROFESSIONALISM



- Commitment to professional standards
- Increase employee development
- Align and expand upon university-required training and development topics
- Prioritize training development based on staffing and the strategic plan

OBJECTIVE #2

Demonstrate a commitment to DEI in alignment with MSU's DEI Strategic Plan



- Identify ways to recruit and retain employees of diverse backgrounds
- Increase accessibility and education surrounding disabilities
- Educate the department on DEI-related issues to help employees better serve the campus community
- Expand current community engagement practices

OBJECTIVE #3

Expand and reorganize security-related functions



- Deploy Security Operations Center
- Evaluate current security functions

STRATEGIC PLAN

Strategic Goals

GOAL #2: INCREASE OVERALL ORGANIZATIONAL WELLNESS

OBJECTIVE #1

INCREASE EMPLOYEE RETENTION



- Create an environment that supports retention of employees
- Focus on work/life balance
- Focus on employee health and wellness

OBJECTIVE #2

INVEST IN TALENT DEVELOPMENT AND PLAN FOR THE FUTURE



- Develop an inclusive management strategy
- Demonstrate commitment to Michigan State University's sustainability plan
- Recruit and hire individuals who support the department's mission and represent the diversity of the community in which we serve

STRATEGIC PLAN

Strategic Goals

GOAL #3: STRENGTHEN COMMUNICATIONS STRATEGY

OBJECTIVE #1

CREATE CONSISTENT AND ACCESSIBLE INTERNAL COMMUNICATIONS



- Create inclusive organizational rebranding that reflects both police and public safety functions
- Leverage technology for more internal communications
- Implement consistent and organized data management systems

OBJECTIVE #2

CREATE CONSISTENT AND ACCESSIBLE EXTERNAL COMMUNICATIONS



- Include and communicate with campus community regarding rebranding process
- Leverage technology to demonstrate progress on initiatives
- Develop a two-way communications strategy to listen, respond, and inform community

OBJECTIVE #3

STRENGTHEN TRANSPARENCY AND ACCOUNTABILITY



- Prioritize organizational rebranding
- Leverage technology for internal and external communications
- Utilize partners to communicate with the Spartan community

NEXT STEPS & CONCLUSION

After final approval, MSU DPPS's Strategic Plan will be shared with the Michigan State University campus community through InsideMSU. As part of this process, MSU DPPS plans to update its website URL to dpps.msu.edu to better reflect the new mission, vision, values, and organizational structure.

Each quarter the Strategic Planning Committee will collect updates from each division on the status of its action items. These updates could include the removal or addition of new items, changed timelines, progress on or completion of tasks, etc. These will be reflected in the plan and can be shared with the MSU Police and Public Safety Advisory Committee and other interested parties. Moving forward, the Strategic Planning Committee will also create and disseminate an annual report that will describe the progress and status of the strategic plan.

REFERENCES & APPENDIX

- [Michigan State University Strategic Plan Summary](#)
- [MSU Diversity, Equity and Inclusion Strategic Plan](#)
- [MSU Relationship Violence and Sexual Misconduct Strategic Plan](#)

