



# IMPACT 2018

A STRATEGIC VISION FOR  
South Dakota State University®

Office of Safety & Security

Strategic Plan 2014-18

July 1, 2015



## **Mission:**

Create and maintain a safe and secure environment where teaching, research and campus life can thrive and succeed.

## **Vision:**

A community culture that places a priority on safety and security—meaning the likelihood of loss or harm is low and the sense of personal security and well-being are high.

## **Values:**

The Office of Safety & Security places a value on integrity, professionalism, honesty, knowledge, communication, collaboration and cooperation—and will incorporate these values into all safety and security activities.

**GOAL #1 | Create and maintain a collaborative culture for a safe and secure campus that is shared with the departments within the Office of Safety & Security and the community members they serve to make South Dakota State University a great place to live, learn and teach.**

## **Action Steps:**

Create an environment that encourages engagement and acceptance of the shared responsibility of community safety, cooperation, collaboration and active participation from the community. To accomplish this, the following activities are undertaken:

1. Create a university wide safety and security committee to enhance relationships.
2. Continue development of the Office of Safety & Security as a university and community resource.
3. Increase access to safety and security resources such as the Office of Safety & Security web page and newsletter and through training and presentations provided by university safety and security professionals.
4. Utilize the results of the climate survey and an Office of Safety & Security-developed survey tool to measure perception.
5. Increase formal and informal interactions with community members such as involvement on university committees and task forces and planned and spontaneous interactions with students, staff and faculty.

## **GOAL #2 | Develop a comprehensive and collaborative approach to safety and security that focuses on people, property and processes on campus and in the community.**

### **Action Steps:**

Development of a comprehensive safety and security plan for the university requires ongoing evaluation of current policies and procedures. A comprehensive plan requires the cooperation of external and internal groups. To accomplish this task, the following activities have been undertaken and are ongoing:

1. Create the South Dakota State University Emergency Management Team (EMT) to provide resources and support necessary to prepare for, respond to and recover from real or potential emergencies. Among other duties, the EMT will:
  - a. Recommend, review and approve university safety and security related plans and policies.
  - b. Recommend, review and approve university department and unit relevant safety and security policies.
  - c. Evaluate existing and emerging safety and security technologies.
  - d. Clearly define emergency management procedures, roles and responsibilities. The Office of Safety & Security will provide training for members of the EMT. These opportunities will be consistent with the National Incident Management System (NIMS) and the Incident Command System (ICS).
2. Revise and utilize the Continuity of Operations Plan (COOP) as a tool to ensure essential services are maintained in a disaster. The plan will also call upon:
  - a. The development of department and unit continuity plans that will support the overall COOP plan to define and protect essential university functions in an emergency.
3. Provide safety and security support to university units across the state.
4. Enhance communication and overall relationships with local law enforcement agencies.
5. Enhance existing and develop new relationships with state and federal law enforcement agencies.
6. Increase collaboration with the Office of Information Technology to enhance safety and security, as measured by the increase in the number of security, panic and environmental alarms and cameras installed.

### **GOAL #3 | Develop routine and emergency communications ability.**

#### **Action Steps:**

1. Evaluate routine and emergency communications tools and capabilities to identify and act on opportunities that enhance communications effectiveness.
2. Develop formalized policies and procedures consistent with federal mandates for timely warnings, emergency notifications and other relevant information.
3. Enhance the ability to send emergency notifications to the campus.
4. Leverage Alertus desktop communications with the existing Everbridge system to create a robust communication system.

### **GOAL #4 | Provide professional and innovative safety and security training to the university and the region.**

#### **Action Steps:**

Identify relevant training to meet expectations of a safe and secure university that uses internal and external subject matter experts.

1. Become a recognized regional training center for local and regional safety and security professionals.
2. Provide frequent, professional trainings for the university community on matters relevant to safety and security.
3. Seek national accreditation/certification at the department and department leadership levels.

### **GOAL 5 | Effectively use technology to create a safe and secure university.**

#### **Action Steps:**

1. Evaluate current technology use and determine opportunities for expanding existing and adapting new technologies.
2. Create a safety and security technology policy for the university, the adoption of which will assure effective utilization of existing and emerging technologies.

**GOAL #1 | Create and maintain a collaborative culture for a safe and secure campus community that is shared with the departments within the Office of Safety & Security and the community members they serve to make South Dakota State University a great place to live, learn and teach.**

Goal	Base	2018 Target	Outcome
Create university wide safety and security committee.	No committee exists.	Initiate in fall 2015 with monthly meetings.	Enhanced community engagement in safety and security processes.
Develop Office of Safety & Security programs for delivery to the community.	Minimal programming is provided to or requested by the community.	Twenty unique presentations with 150 annual presentations by 2018.	Positive interactions with students and employees that enhance their relationship with the Office of Safety & Security.
Increase campus access to Office of Safety & Security resources.	Currently there is limited resource content and very limited marketing of offerings.	Web page, emergency flip chart and newsletter created in 2015 are updated as needed to reflect additional available resources.	Students and employees will have an increased knowledge of safety and security resources, policies and procedures.
Utilize the results of the Campus Climate Survey and a safety and security-specific survey of faculty, staff and students to determine perceptions of the Office of Safety & Security operations.	No formal assessment of the Office of Safety & Security conducted prior to 2014.	Completed survey in 2015 with resurvey scheduled for 2018.	A better understanding of the needs of the university, so safety and security process can be adapted to accommodate the identified needs.

Goal	Base	2018 Target	Outcome
Utilize university members in safety and security processes.	Currently there is minimal community participation in processes.	Enhanced staff involvement measured by survey, task forces, committee participation and community involvement in building warden program and continuity planning.	Enhanced university safety and security by involving staff in the planning for and response to an emergency and in the overall development of a culture of safety.
Increase the Office of Safety & Security staff's formal and informal interactions with campus members.	In 2014, there was limited interaction by office staff with the campus.	Beginning in 2015, staff/community involvement will be a priority measured by university committee activity and formal and informal involvement in community group and organizations interaction.	Strengthened relationship between the office and the university they serve that will result in enhanced communications and greater participation of the university community in creating a safe environment to live, learn and teach.

**GOAL #2 | Develop a comprehensive and collaborative approach to safety and security that focuses on people, property and processes on campus and in the community.**

Goal	Base	2018 Target	Outcome
Create a university Emergency Management Team.	In early 2014, there was not an Emergency Management Team.	Team was created May 2014. It meets monthly with ever-increasing ability to prepare for, respond to and recover from a threat to the university.	Development of a team that can effectively address any incident that threatens the university.
Revise Emergency Management Plan.	Plan had not been reviewed or updated since its creation.	Complete revision in 2015 with annual reviews starting in 2016.	A plan that is consistent with best practices and the needs of the university.
Revise Continuity of Operations Plan (COOP)	Completed in 2007, the continuity plan was underdeveloped and underutilized.	Complete revision of the university general plan with key unit/department plans by end of 2016. All other units shall complete a unit/department plan by 2018.	Development of a plan that identifies essential functions so they can be protected or restored if threatened or lost.
Provide Incident Command System and National Incident Management System training.	In 2014, only a limited number of trained personnel are on campus.	Beginning in 2015, provide required and optional training for Emergency Management Team members.	Ongoing training will allow the EMT to function effectively.
Complete tabletop and practical exercises.	None existed prior to 2015.	Annual exercise started in 2015.	Exercises allow the EMT to evaluate their abilities and address areas of deficiency.

Goal	Base	2018 Target	Outcome
Enhance relationships with the Brookings Police Department and the Brookings County Sheriff's Office.	Currently relationships, cooperation and communications are inadequate.	In 2015, routine meetings will be conducted with local law enforcement agency leaders to establish stronger relationships.	Enhanced relationships with the BPD and the BCSO will enhance the safety of the university by defining roles and responsibilities, especially as they relate to emergency response.
Develop stronger relationships with state and federal law enforcement agencies.	Currently these relationships exist at a minimal level.	A 2015 priority is the establishment of meeting/training opportunities involving state and federal law enforcement agencies.	Interactions that occur as the result of meetings and training will strengthen the communication and cooperation between the agencies.
Increase collaboration with the Office of Information Technology.	In 2013, the Office of Safety & Security was merged into the Office of Information Technology and Security. Collaboration has developed incrementally.	Initiated in 2014, the Safety and Security Technology Committee will meet routinely beginning in fall 2015.  The AVP for Technology was added to the Emergency Management Team in 2014.	The effective use of technology will enhance the university's ability to provide a safe and secure environment by evaluating and implementing technology such as cameras, alarm systems and emergency communication phone apps.



### Goal #3 | Develop routine and emergency communications ability.

Goal	Base	2018 Target	Outcomes
Evaluate existing communications tools, policies and procedures.	In early 2014, emergency communication was limited to the Everbridge system.	Alertus, Web and social media were added to the communications system during 2014.	By spring 2016, through the use of a single portal, identified individuals will have the ability to send a campus wide message through all methods simultaneously.
Formalize policy for timely warnings, emergency notifications and other related information to the campus.	In early 2014, no formal policy existed.	During 2014, a formal policy was developed. It was approved in 2015.	By August 2015, the process for the delivery of timely warnings and emergency communications will allow for efficient creation and delivery of university messages.
Enhance ability to send emergency notifications to campus.	In early 2014, the ability to send emergency notifications, timely warnings and other important information was limited to a few individuals.  Messaging to campus through the varied methods—Facebook, Twitter and website—requires different campus individuals to activate a specific system.	In 2015, the ability to create and deliver campus notifications of imminent or active threats to the campus was given to UPD. Training for this responsibility will be frequent and ongoing.	The ability to provide emergency information to the community in a timely manner as required by the Clery Act.

Goal	Base	2018 Target	Outcomes
Leverage existing communications platform with Alertus desktop notification to create robust emergency communication system.	In early 2014, Alertus was not part of the emergency communication system.	In 2016, Alertus will be installed on 3,000 computers.	This will enhance the capability of the university emergency communication system.
Identify and implement emergency communications phone app for immediate contact between community members and the University Police Department.	In 2014, no applications were in place.	Emergency communications application identified, funded and provided to community for rapid communication with the University Police Department by fall 2016.	Provide the ability of students and staff to communicate directly with UPD in an emergency.

**GOAL #4 | Provide professional and innovative safety and security training to the university and the region.**

Goal	Base	2018 Target	Outcome
<p>Host national and regional training opportunities for select members of the community to provide for the dissemination of information to the university and broader community.</p>	<p>Currently there are no national or regional hosted safety and security training sessions at the university.</p>	<p>Beginning in 2015, the Office of Safety &amp; Security will annually host at least two trainings regarding behavioral threat assessment and other emergency management topics.</p> <p>Attendance and duration will vary by subject but anticipate 40-60 attendees per session with 50-70 percent campus affiliated for the 1-3 day training sessions.</p>	<p>The ability to provide direct and indirect training to the university will create a better-informed community resulting in a safer and more secure environment.</p>
<p>Provide quality training to the campus.</p>	<p>Currently, training provided to the community is inadequate.</p>	<p>Beginning fall 2016, provide monthly training programs to the community on the Behavioral Intervention Team and its related processes. Session will be 1-3 hours and will be taught by members of the Behavioral Intervention Team (BIT).</p>	<p>Training on the threat assessment will allow for a more robust process that identifies those who pose a threat to self or others. Effectiveness of the training will increase the number of referrals to the BIT.</p>

Goal	Base	2018 Target	Outcome
Seek national law enforcement accreditation for the University Police Department.	Currently not accredited.	Accreditation through the International Association of Campus Law Enforcement Administrators (IACLEA) completed by end of 2016.	An accredited police department demonstrates to the community that UPD has accepted policies and acts in accordance with these policies.
Seek emergency manager certification for the university's emergency management specialist.	No current certification.	Certification through International Association of Emergency Managers (IAEM) in 2017.	Added credibility to the emergency management specialist and the emergency management initiatives.
Achieve threat assessment certification for the AVP of Safety & Security.	No current certification.	Certification through the Association of Threat Assessment Professionals (ATAP) in 2017.	Ability to provide in-house expertise in the field of threat assessment.

**Goal #5 | Effectively use technology to create a safe and secure university.**

Goal	Base	2018 Target	Outcomes
Create Safety & Security Technology Team.	In 2014, the team was created and held one meeting.	Beginning in fall 2015, this team will meet quarterly to address the use of security-related technology to create a safe and secure environment.	A comprehensive and synergistic approach to the effective use of technology.
Evaluate existing and developing safety and security technologies.	Currently, evaluation is done as needed and is reactive.	Beginning in 2015, the team will conduct an ongoing and active review of new and existing technologies, with recommendations made by the SSTT to the Emergency Management Team.	Development of a long-term plan to assure the highest level of safety and security possible, given the budget constraints.