



The University of Texas at  
Houston Police Department

# VISION AND MISSION ALIGNMENT

*Serving With Courage and Compassion*  
*William Adcox, Chief of Police*

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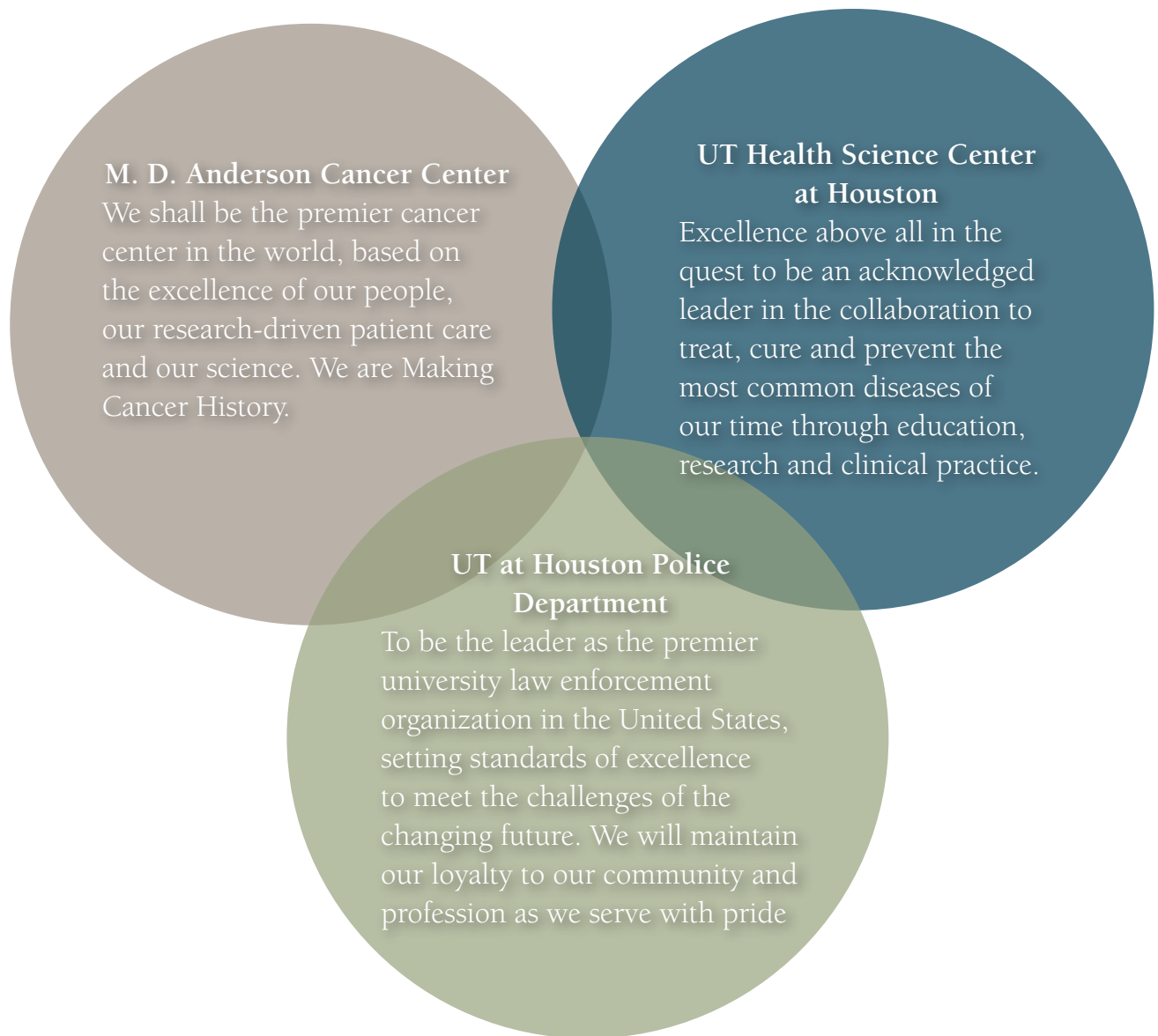
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## VISION OF THE UTPD

The University of Texas at Houston Police Department is dedicated to service. As an integral part of The University of Texas M. D. Anderson Cancer Center and The University of Texas Health Science Center at Houston, we align with the visions of both institutions. While our service product is not specifically medical care, teaching students or conducting research, we participate in a collaborative partnership with every department to help ensure a safe, secure and orderly environment.

## VISION ALIGNMENT



## MISSION OF THE UTPD

As a fully accredited law enforcement agency that exceeds many of the benchmarks for professional policing, The University of Texas at Houston Police Department's mission is to promote an environment in which higher education, research, patient care and staff support can be pursued free of concerns for one's safety, security and protection. Through dedicated professionals, UTPD at Houston seeks exemplary and creative partnerships with other members of these premier institutions to create a cooperative community of inter-dependent disciplines that bond together in support of safeguarding and facilitating staff, faculty, patients and visitors to our campus.

## MISSION ALIGNMENT

### **M. D. Anderson Cancer Center**

The mission of The University of Texas M. D. Anderson Cancer Center is to eliminate cancer in Texas, the nation and the world through outstanding programs that integrate patient care, research and prevention, and through education for undergraduate and graduate students, trainees, professionals, employees and the public.

### **UT Health Science Center at Houston**

The University of Texas Health Science Center at Houston's mission is to treat, cure and prevent disease now and in the future of educating health science professionals; discovering and translating advances in social and biomedical sciences; and modeling the best practices in clinical care.

### **UT at Houston Police Department**

Our department is dedicated to the highest standards of excellence in professional law enforcement and protection. Through partnerships, we are committed to providing a comprehensive program of education, enforcement and protection services, which creates a safe and secure environment for the institutions of The University

## CORE VALUES

The work performed at M. D. Anderson Cancer Center incorporates and reflects the institutional core values of Caring, Integrity and Discovery. Core values are what we stand for and believe in. Our core values are what drive our thoughts, actions and deeds as we pursue excellence in everything we do. In alignment with M. D. Anderson's overarching care values, our UTPD core values as explained below are: leadership, professionalism, service, integrity and innovation.

We demonstrate **LEADERSHIP** by promoting educational advancement, setting standards of excellence, recognizing performance through award programs, and by supporting the diversity in people and ideas.

We demonstrate **PROFESSIONALISM** by treating everyone with dignity and compassion, reflecting a positive attitude at all times, performing with pride and commitment, and maintaining an exemplary appearance at all times.

**SERVICE** is exemplified by providing the highest standards of performance, creating a safe and secure environment, providing courteous and accurate information, and exceeding customer expectations every time.

**INTEGRITY** is demonstrated by upholding the highest standards, being honorable and truthful in our actions, and by consistently and fairly applying rules, regulations and laws.

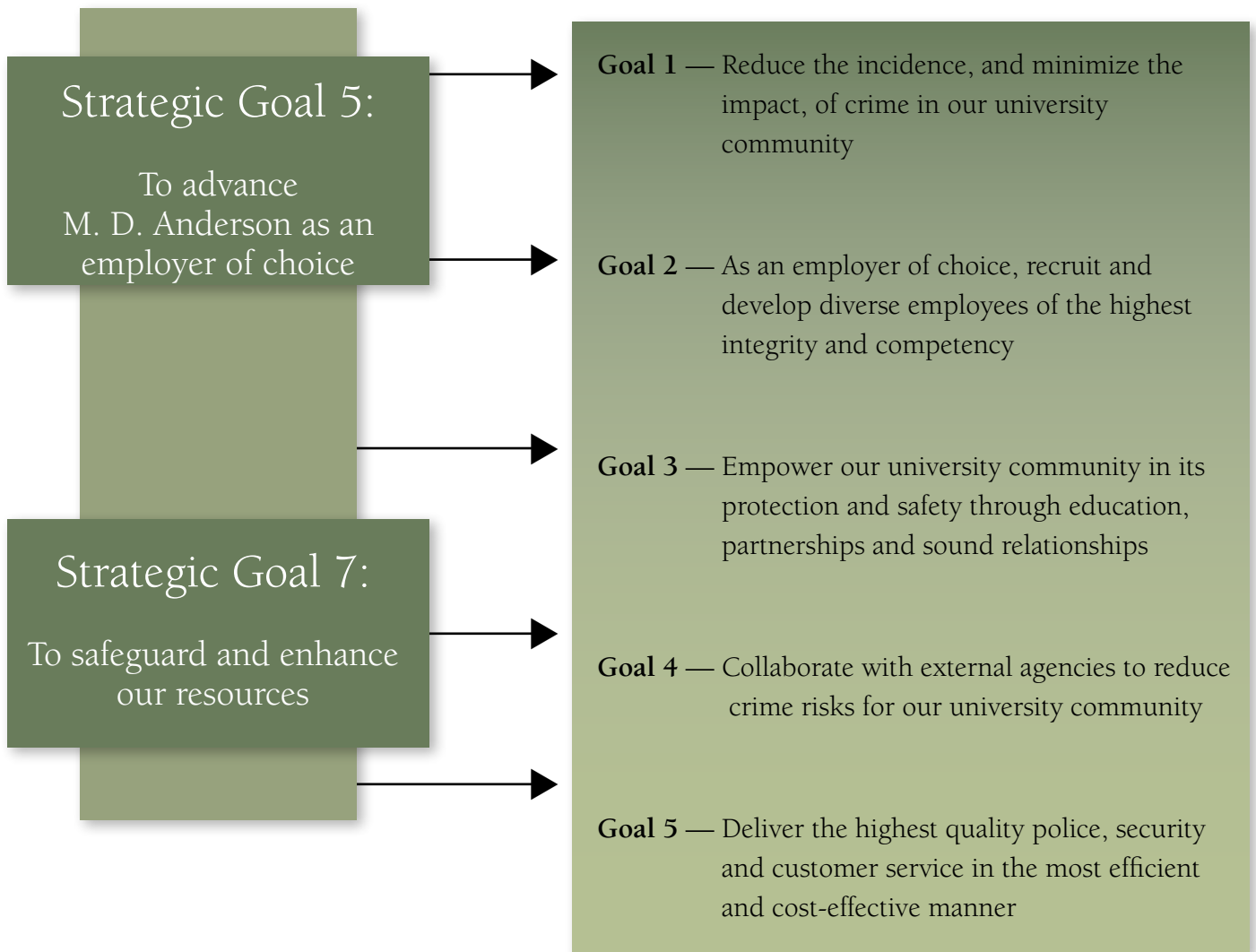
We incorporate **INNOVATION** by meeting future challenges through modern technological advances, implementing progressive law enforcement techniques, and through aggressive community policing.

“Preserve the core while stimulating progress”

What we stand for never changes,  
yet how we do things is forever evolving  
and changing.

## STRATEGIES

M. D. Anderson Cancer Center has a strategic map that demonstrates the linkage of its vision, mission and strategic goals. Its map has seven strategic goals. The University of Texas at Houston Police Department's strategic goals flow from M. D. Anderson's strategic goals 5 and 7:



# UTPD FUNCTIONAL RESPONSIBILITIES AND SERVICES

## EXTERNAL

- Law enforcement and emergency services
- Protection, security and access services
- Customer and prevention services

## INTERNAL

- Command and executive leadership
- Administrative, support and technical services
- Personnel development and professional accountability

## ORGANIZATIONAL FOUNDATIONS

### Organizationally and Structurally Sound

An agency that is appropriately designed for the tasks and responsibilities assigned. A proper ratio between the front line and supervisors, ensuring that necessary managerial and administrative support elements exist and are maintained. The UTPD has professional depth, breadth and capacity to meet requirements and demands.

### Mechanically and Technically Sound

Incumbent staff members are professionally competent within their selected discipline (law enforcement, communications, administration) and demonstrate those technical skill sets in both their routine work and special assignments.

### Relationship Sound (Internal and External)

UT staff members engage other UTPD staff and the community at large in productive and meaningful professional relationships. Key points of contact are known well by each staff member as they conduct their assigned work. Executive level faculty and staff clearly note the professional relationships and equate such with creating value — true value.

## CREATING LEGITIMACY THROUGH TRUST

*“Honesty and integrity have always been the cornerstones of the law enforcement profession. Perhaps more than any government official, a peace officer has authority to impact the liberty of certain individuals. This authority is legitimized if the public trusts the officers it employs.”*

— ETHICS ROLL CALL MAGAZINE

The University of Texas at Houston Police Department recognizes the importance of understanding our legitimate authority to intervene on behalf of those who call on us for protection. The State of Texas established The University of Texas system through legislative mandate. The responsibility for law enforcement, personal protection and order maintenance was assigned to the University Police Departments. In Houston, this responsibility falls on The University of Texas at Houston Police Department to ensure order on the campuses of M. D. Anderson Cancer Center and UT Health Science Center at Houston.

The University of Texas at Houston Police Department goes beyond the legal mandate to maintain order. It depends on the relationship with members and clients of the institutions for its authority to act. Based on the highest level of professional service and cooperation, The UTPD fosters an environment in which trust is earned and consequently granted by the members and clients. Our constituency entrusts us to protect and secure their persons and property. This goes beyond legal mandates to establish our legitimate place in The University of Texas System in Houston.

When our personnel are called upon to assist and care for our clients, we respond with the knowledge that they have entrusted us to act on their behalf. We do so in accordance with their expectations for fairness, with justice, compassion and respect for those with whom we come into contact.

CONTAINS EXCERPTS FROM FAIRNESS AND EFFECTIVENESS IN POLICING

*“The common law is derived from the will of mankind, issuing from the life of the people, framed by mutual confidence and sanctioned by the light of reason.”*

INSCRIPTION ON THE EAST SIDE OF THE U.S. JUSTICE  
DEPARTMENT BUILDING, WASHINGTON, D.C.



## IMAGE AND PUBLIC TRUST

*“When a person voluntarily accepts a position of public trust, he/she takes on new obligations. If he/she does not want to live up to them, they are free to decline the job. Not only is this a fair demand, but granting authority without expecting public servants to live up to it would be unfair to everyone they are expecting to serve.”*

—EDWIN J. DELATTRE, PH.D., BOSTON UNIVERSITY

## TENETS OF PUBLIC TRUST STEWARDSHIP

- Adherence to the Police Code of Ethics and high professional standards
- Maintaining an organizational culture of integrity
- Zero tolerance for lying during misconduct investigations

## DISTINCT PROFESSIONAL IMAGE

*“No second chance at a first impression”*

### **Perception is Reality**

Perception is often a stronger influence than reality. Your appearance will help determine the level of respect you command. Always bear in mind the importance of your position, the need for a positive attitude, good appearance, and the ability to exercise self-control and compassion.

## FOUNDATION FOR PUBLIC COLLABORATION

### **Relationship Building**

- Continuously educating and orientating community members about the UTPD
- Constantly networking and collaborating with community members
- Constantly building, nurturing and strengthening relationships with community members

*“Policing is a difficult and complex profession. When done well, it brings a community together to solve problems, reduce crime and inspire us all. For community policing to be successful, and crime reduction efforts to be effective, citizens must have trust in the police.”*

— JANET RENO, FORMER U.S. ATTORNEY GENERAL

# PROFESSIONAL DEVELOPMENT

## LEADERSHIP EXPECTATIONS AND TRAINING

Leadership begins and ends with people and is accomplished through **RELATIONSHIPS**. The following quote clearly explains the real power and meaning of relationships:

*“In organizations, real power and energy is generated through relationships. The patterns of relationships and the capacities to form them are more important than tasks, functions, roles and positions.”*

MARGARET WHEATLEY — LEADERSHIP AND THE NEW SCIENCE

Leadership expands and flourishes with **COLLABORATION**.

*“Collaboration is THE critical competency for achieving and sustaining high performance.”*

JIM KOUZES — THE LEADERSHIP CHALLENGE

To accomplish our goals and achieve excellence, we instill and promote leadership throughout our department. We are actively engaged in the nationally recognized International Association of Chiefs of Police (IACP) course “Leadership in Police Organization,” which provides methods to develop our new command officers.

We believe in the five practices of exemplary leadership and strive to practice them every day and at every opportunity:

1. Model the Way
2. Inspire a Shared Vision
3. Challenge the Process
4. Enable Others to Act
5. Encourage the Heart



## FIVE PRACTICES OF EXEMPLARY LEADERSHIP

### MODEL THE WAY

Titles are granted, but it's your behavior that wins you respect. Exemplary leaders know that if they want to gain commitment and achieve the highest standards, they must be models of the behavior they expect of others. Eloquent speeches about common values aren't nearly enough. Leaders' deeds are far more important than their word when determining how serious they really are about what they say. It's about the power of spending time with someone, working side by side with colleagues, telling stories that made values come alive, being highly visible during times of uncertainty, and asking questions to get people to think about values and priorities that are often the most effective. Modeling the way is essentially about earning the right and the respect to lead through direct individual involvement and action. People first follow the person, then the plan.

### INSPIRE A SHARED VISION

Every organization, every social movement, begins with a dream. The dream or vision is the force that invents the future. Yet, visions seen only by leaders are insufficient to create an organized movement or a significant change in a company. To enlist people in a vision, leaders must know their constituents and speak their language. People must believe that leaders understand their needs and have their interests at heart. Leaders must inspire a shared vision. Leaders forge a unity of purpose by showing constituents how the dream is for the common good. Leaders can then breathe life into the hopes and dreams of others and enable them to see the exciting possibilities that the future holds.

### CHALLENGE THE PROCESS

Those who lead others to greatness seek and accept challenge. All leaders venture out and challenge the process. They are pioneers — people who are willing to step out into the unknown and search for opportunities to innovate, grow and improve. Product and service innovations tend to come from customers, clients, vendors, people in the labs and people on the front lines; process innovations, from the people doing the work. The leader's primary contribution is in the recognition of good ideas, the support of those ideas, and the willingness to challenge the system to get new products, processes, services and systems adopted. Leaders know well that innovation and change all involve experimentation, risk and failure. Through incremental steps and little victories, leaders can build confidence that even the biggest challenges can be met, strengthening a commitment to the long-term future.

### ENABLE OTHERS TO ACT

Exemplary leaders enable others to act. In today's "virtual" organization, cooperation can't be restricted to a small group of loyalists; it must include peers, managers, customers and clients, suppliers, citizens — all those who have a stake in the vision. When people are trusted and have more discretion, more authority and more information, they're much more likely to use their energies to produce extraordinary results. Leadership then becomes a team effort, a relationship founded on trust and confidence, where people take risks, make changes, and keep organizations and movements alive. Through that relationship, leaders turn their constituents into leaders themselves.

## ENCOURAGE THE HEART

People become exhausted, frustrated and disenchanted. It's part of the leader's job to show appreciation for people's contributions and to create a culture of celebration. Recognition and celebration aren't about fun and games, neither are they about pretentious ceremonies designed to create some phony sense of camaraderie. Encouragement is curiously serious business. Genuine acts of caring can uplift the spirits and draw people forward. Leaders know that celebrations and rituals, when done with authenticity and from the heart, build a strong sense of collective identity and community spirit that can carry a group through extraordinarily tough times.

## CUSTOMER-CENTRIC KEYS

*“Necessary to build and sustain professional relationships and to create value.”*

- Addressing all of our constituents' issues fully and resolving them completely.
- Ensuring everyone adopts an **external focus**. Looking at what you did to resolve the matter completely, not how does this impact me.
- Giving employees the authority and resources to decide the **right thing to do** and the right way to treat people.
- Promoting constituents' interaction at our sites according to their needs.
- Taking care of constituents to ensure future related problems do not arise.
- Allowing our constituents to help determine our future.
- Allowing constituents' participation to provide more comprehensive and targeted service.



## METHODOLOGY

Our short-term and operational goals and objectives are formatted in a Balanced Scorecard Approach (BSC). The balanced scorecard recognizes after-the-fact, short-term financial and/or performance results. It improves organizational performance by focusing on measuring and managing non-financial operational measures of customers, internal processes, as well as learning and growth that lead to better financial/service results.

The **Balanced Scorecard Approach** is a method using four important aspects of performance:

### CUSTOMER

Ensure that we deliver products/services that are needed and valued

### FINANCIAL

Optimally utilize resources that provide the best return

### INTERNAL BUSINESS PROCESSES

Products/services that are produced and delivered by continually enhanced processes, efficiently and seamlessly

### LEARNING AND GROWTH

Ensure that we have the necessary skills and knowledge to do our jobs

Our BSC goals are measured monthly and reported using PBViews. To help us reach our goals and ensure accountability, we rely, in part, on the **High Performance Management Program**. This HPM Program provides goal-setting, planning, time management, project management and persuasion techniques.



## SUMMARY

The University of Texas at Houston Police Department is a fully accredited police agency. It is a vital component of The University of Texas M. D. Anderson Cancer Center and The University of Texas Health Science Center at Houston. Just as these renowned institutions embrace a vision of excellence so, too, is the UTPD determined to become the premiere university-based law enforcement agency model in the United States. It is founded on sound values of professionalism, leadership, integrity, service and innovation. Through the implementation of our strategic goals, we accept our responsibilities and hold in trust the authority granted to the UTPD. That entrustment is granted, not only by mandate, but also by our constituents who rely on the UTPD for safety, security, protection and an environment free of worry. In furtherance of our mission, the UT at Houston Police Department has always and will continue to work in partnership and collaboration with all components of M. D. Anderson Cancer Center, the UT Health Science Center at Houston and the community at large. Together we will carry on in our pursuit of ensuring our performance and response exceeds all established standards for law enforcement and community safety.



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of TEXAS  
HEALTH SCIENCE CENTER  
AT HOUSTON

THE UNIVERSITY OF TEXAS  
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CANCER CENTER

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