



STRATEGIC PRIORITIES

2025 - 2028



Our Services

Building Lock/Unlock	Emergency Dispatch	Safety Presentations & Trainings
Campus Alerts	Emergency Management & Preparedness	Security Escorts
Campus Patrol	Fingerprinting	Security Vulnerability Assessments
Clery Compliance	Motorist Assistance	Special Event Services
Crime Data Analysis	Police Response & Investigations	Threat Assessment & Management
Crime Victim Advocates		



Our journey forward...

As the University of Utah and President Randall embark on implementing the campus-wide "Impact 2030" strategy, the Department of Public Safety has refined our strategic priorities to align with institutional goals and establish our pathway forward for the next three years.

Our new strategic pillars span all divisions within the Department of Public Safety and are data-driven, so we can provide the safety and security services that meet the needs of our community and our customers. We've also identified key initiatives which will be updated annually, allowing us to prepare for both near and long-term safety needs, while remaining nimble as our academic and healthcare environments continue to evolve.



Chief Safety Officer (CSO) Keith Squires

The Department of Public Safety remains steadfast in our commitment to serve all members of our community with professionalism, fairness, consistency, and empathy, so that everyone can thrive in their university experience. By strengthening our focus on violence prevention, safety awareness, and trauma-informed responses, we can prevent crime and reduce harm across our campus - in our classrooms, research labs, health facilities, offices, and at community events. As our programs and responses continuously improve, we look forward to sharing lessons learned with our campus safety peers throughout Utah and beyond.

A shared culture of safety awareness is paramount to our success moving forward. Whether you are a student, University employee, patient, or visitor on our campus, the Department of Public Safety is here to serve you, to problem-solve, and to help create an unrivaled experience here at the University of Utah. Thank you for joining us in this journey.

- Chief Safety Officer, Keith Squires, Department of Public Safety



Our Shared Mission

To keep U safe.

We partner with our community to maintain a safe and secure campus.

Our Vision


To provide exemplary service to our community and the state of Utah through collaboration, innovation, and caring leadership in campus safety.

Our Culture & Values

S.A.F.E.R. U

- **Service:** We protect and assist our community with empathy and a problem-solving mindset.
- **Accountability:** We build trust through our reliability, honesty, and clarity in our communication.
- **Fairness:** Our actions and decisions must always be ethical, consistent, and grounded in justice.
- **Excellence:** Our success is dependent on our professionalism, learning, and continuous improvement.
- **Respect:** We value the unique experiences and inherent dignity of everyone.
- **Unity:** We are stronger working together, as a department and with our community. We are "One DPS."

Our Strategic Pillars



1 Safety Awareness & Violence Prevention

Empowering individuals and the University to successfully respond to safety situations they may encounter through training and resources



2 Community & Customer Confidence

Serving all of our community members and customers with professionalism, fairness, concern, and a problem-solving mindset



3 Operational Excellence

Maintaining the highest levels of professional standards and accountability in our operations to ensure the best-possible safety outcomes



4 Talent Development

Attracting & retaining high-performing professionals by providing them with training, resources, and development to succeed



5 Societal Impact

Generating and sharing solutions to improve campus safety throughout Utah and beyond



6 Departmental Value

Ensuring the value of our services meet the University's evolving needs and engaging institutional partners to build an infrastructure of safety, for now and the future

Key Initiatives

01

Safety Awareness & Violence Prevention

- Further develop our collaboration with campus liaisons in colleges, departments, and medical units to strengthen the delivery of our safety trainings and violence prevention programs
- Continuously improve the relevancy and accessibility of our safety trainings/presentations across divisions, while providing easy pathways for our community to access these resources
- Strengthen capacity to collect and analyze feedback on community/customer experience after participating in a DPS training or presentation

02

Community & Customer Confidence

- Build capacity to measure community/customer confidence in our safety and security services
- Strategically invest in training that enhances the quality of our services, including responses that are victim/survivor-centered and trauma-informed
- Implement a coordinated engagement strategy with key campus partners to problem-solve safety challenges and improve our collaborative responses
- Continually respond to community/customer concerns and feedback to ensure accountability and build trust

03

Operational Excellence

- Formalize the analysis of incident data in all divisions to improve our responses, reduce crime, and proactively address safety concerns with our community/customers
- Achieve and maintain our industry's accreditation and certification standards within all divisions, with annual training and testing to ensure compliance
- Continually assess our operational effectiveness and department efficiencies with consideration of new technologies

Key Initiatives

04

Talent Development

- Enhance mentorship in all divisions to ensure professional growth, improve retention, build functional expertise, and prepare for successions
- Optimize communication and feedback loops across and within divisions for problem-solving, decision-making, and continuous improvement
- Implement and analyze core workforce and engagement metrics across all divisions
- Continue to refine our recruitment, onboarding, and retention processes department-wide

05

Societal Impact

- Refine our Annual Campus Safety Summit to maximize best-practice sharing with campus safety professionals, with an emphasis on community partnerships, intelligence-led approaches, and fairness/accountability
- Leverage strategic peer-to-peer exchanges with university and government partners to drive improvements in the public safety sector
- Collaborate to provide a safe and secure environment for all who reside on our campus, to improve their quality of life, well-being, and the social cohesion of our campus

06

Departmental Value

- Identify and implement efficiency strategies to reduce controllable costs without compromising quality of service
- Enhance outreach across divisions to communicate the scope and impact of our safety/security services
- Collaborate with University leadership and campus partners to develop a safety & security framework for the long-term safety infrastructure of the institution

