



# CARUTH POLICE INSTITUTE

## **Strategic Plan 2015**

# Foreword



The Caruth Police Institute's (CPI) Strategic Plan provides the framework for the organization to prioritize its efforts and focus its energies on efficiently and effectively serving its principle stakeholders: The Communities Foundation of Texas, Dallas Police Department (DPD), and the University of North Texas at Dallas (UNT Dallas).

This document outlines CPI's strategic priorities as determined by staff and agreed upon by DPD senior leadership and will inform how CPI will accomplish its goals and measure its performance for 2015-2020. This plan reflects efforts to revisit CPI's strategic direction, including its vision, mission, values, and goals. This document is not static; as CPI's operating environment changes, its priorities and methods of measuring performance will be routinely updated and refined.

# CPI Overview



The Dallas Police Department (DPD) has been the beneficiary of an unprecedented level of philanthropic support provided to dramatically increase the Department's ability to reduce crime and increase public safety in the City of Dallas. An initial distribution of \$5 million dollars from a \$15 million dollar gift from the Communities Foundation of Texas (CFT) in 2006 focused on equipping DPD with technology-based solutions to crime-control to including computers and video recorders, cell phones, ballistic vests and other wireless network devices. These purchases continue to have a significant impact on DPD's ability to successfully and strategically implement safety enhancing technologies that benefit officers and the community.

In 2008, the balance of the gift from CFT was earmarked for the creation of the W.W. Caruth Jr. Police Institute at Dallas (CPI). CPI was designed primarily as a vehicle to offer high-quality, innovative leadership training to all levels of DPD staff in an effort to elicit transformational change within the department. The premise was that a better educated group of mid-level managers able to communicate using a common vocabulary and approach to leadership would result in better management and decision-making; a process unique in the world of American law enforcement.

Second, as CPI was originally designed to be a partnership between the University of North Texas at Dallas (UNT Dallas) and University of Texas at Dallas (UT Dallas), an important goal has been to bring together academics, community leaders, and national experts to develop innovative solutions to complex crime problems and to promote Dallas as a laboratory for testing and evaluating new strategies to positively impact public safety.

The RAND Center on Quality Policing conducted a first-year evaluation of CPI that described the implementation process and obstacles that the institute faced during its formative year. RAND's evaluation noted several obstacles including challenges associated with the start-up of CPI's parent academic institution (UNT Dallas). The first-year evaluation also noted that while the research and problem-solving component of the institute achieved some success through employing graduate students, conducting research, and soliciting small grants, the research potential of the institute was constrained by the fact that a research director was never hired, no large-scale grants were written and few research studies were completed.

A subsequent 2013 evaluation of CPI was conducted by RAND to make recommendations to enhance its effectiveness and sustainability. Results from this evaluation indicate that CPI has been an important vehicle for enhancing the leadership and management skills of mid- and high-level DPD officers and for creating a more professional police force. The evaluation indicates that courses taught by CPI have not only taught leadership and critical thinking skills, but that these courses have also acted to forge long-lasting bonds between course participants; bonds that promote inclusive discussion and critical decision-making in the administration and management of DPD.

Moreover, the evaluation indicated that CPI has played a critical role as facilitator of DPD's strategic planning process. As a long-time facilitator of this process, CPI has assisted DPD in prioritizing activities, policies, and programs that promise to have substantial payoffs for public safety, including continued enhancements in technology, improvements in the investigative process, and community engagement. The most recent RAND evaluation, however, questions whether and to what degree CPI will be able to achieve the full potential envisioned by its planners. It is in this context that this strategic plan has been written.

# Vision, Mission, Values, and Goals



The vision, mission, values, and goals below are central to defining the future direction of CPI. The vision effectively communicates a clear perspective of the desired future for CPI, while the mission statement conveys the fundamental purpose of the organization. CPI's values are the key principles and priorities that are unique to the internal operations and culture of the organization. CPI's strategic goals are those specific efforts CPI will make to achieve its mission and work toward its vision.

## Vision

The Caruth Police Institute will be the national model for bridging research and practice in public safety.

## Mission

To fulfill the complex educational, research, and policy development needs of the Dallas Police Department and other law enforcement agencies in order to better serve the community of Dallas and North Texas.

## Values

**Excellence:** We will hold ourselves and our work to the highest standards

**Integrity:** We will conduct our business in an open, honest, and transparent way

**Fiscal Responsibility:** We will exercise good stewardship of the funds entrusted to us

**Collaboration:** We will foster effective, meaningful, and respectful interactions with others

**Service:** We will place the interests of others above our own

## Strategic Goals

**Curriculum:** Develop and implement a rigorous and innovative curriculum that advances knowledge in police theory, practice, policy, leadership, and management

**Research and Publication:** Facilitate and conduct research projects that impact criminal justice policy and practice and disseminate research findings to a broad audience to showcase accomplishments

**Marketing:** Strengthen CPI's presence in the law enforcement training and leadership and research marketplace

**Sustainability:** Create partnerships with the public and private sector that will support sustainability.

# The Strategic Planning Approach



## Development

The strategic goals, objectives, tactical plan, and performance measures documented herein were the result of a planning effort led by the Executive Director of CPI in association with its staff and senior management personnel from DPD. The Executive Director was hired in November 2014 and hosted a strategic planning meeting in December 2014. To develop this plan, CPI staff and DPD senior management assessed the institute's current status, defined its future direction, and identified and prioritized four goals.

## Implementation

Successful implementation of this strategic plan will require a commitment from CPI staff. Internally, CPI will work to develop its best asset, its human capital, and to provide them with the tools and skills necessary to achieve the four goals outlined below. This includes increasing staffing as necessary to help meet established goals all while promoting organizational excellence. Externally, CPI will continue to develop relationships and to cultivate partnerships that allow CPI to meet its mission and work toward its vision. Each staff person's role in implementing the strategy will be clarified and ongoing, open communication with all principle stakeholders will ensure active engagement.

## Evaluation

CPI will routinely request feedback from constituencies as a means of continuous improvement and self-reflection. Benchmarks for performance will be established and will be reviewed on an annual basis. Modifications to these benchmarks will take place as necessary to improve outcomes and to meet the goals set forth in this plan.

# Organization of Strategic Plan



For every strategic goal set forth in this report, the goal will be discussed in light of the following:

## Introduction

This section provides an overview of the broad-based purpose of the goal as well as an explanation of how the goal specifically relates to CPI. This section also outlines the importance of the goal and how it will better position CPI to accomplish its mission. Lastly, this section indicates the current status of the goal.

## Challenges/Opportunities

For each goal noted in this report, this section contrasts the core challenges for which CPI must prepare against available opportunities for success. Each challenge/opportunity is discussed in terms of the current environment and the actions that CPI must take in order to meet or exceed each goal.

## Strategic Response

This section will outline CPI's approach to accomplishing each goal.

**Objective:** This section begins with an overview of steps that CPI will take throughout the next several years to work toward accomplishing the goal, including short and long-term objectives. While goals provide overarching guidance to CPI staff on the strategic direction of the institute, objectives reflect different dimensions of the goals that will need to be addressed in an effort to reach the overarching goal.

**Tactical Plan:** This section will include a tactical plan that will outline the specific steps that must be taken in order to meet objectives and successfully accomplish the goal.

**Performance Measures:** Benchmarks for performance will be established for every goal and objective so as to better and more uniformly identify, evaluate and report progress.



# Strategic Goals

The following goals form the foundation of CPI's strategic plan. Within the next five years, CPI is committed to improving in the following arenas:

## Curriculum

Develop and implement a rigorous and innovative curriculum that advances knowledge in police theory, practice, policy, leadership, and management

## Research and Publication

Facilitate and conduct research projects that impact criminal justice policy and practice and disseminate research findings to a broad audience to showcase accomplishments

## Marketing

Strengthen CPI's presence in the law enforcement training and leadership and research marketplace

## Sustainability

Create partnerships with the public and private sector that will support sustainability

# Goal #1: Curriculum



*Develop and implement a rigorous and innovative curriculum that advances knowledge in police theory, practice, policy, leadership, and management*

## Introduction

The importance of strong and effective police leadership is critical. Academics and practitioners have come to recognize that an investment in human capital is necessary as officer productivity and performance is directly influenced by the attitudes and ideologies of command staff and the management acumen of mid-level supervisors (see, e.g. Skolnick and Fyfe, 1993; Walker, 2001; Davis, Mateu-Gelabert, and Miller, 2005). Effective leadership is even more critical as technology has changed the face of modern policing (Silverman, 2006). Advances in technology and communication have made it essential that police managers are knowledgeable about new developments in the discipline and that their organizations have the flexibility to change as circumstances warrant. Moreover, studies indicate that good leadership maximizes organizational efficiency while increasing the effectiveness of the services that police provide (Kim and Mauborgne, 2003; Bratton and Knobler, 1998).

The recognition that leadership training in law enforcement is critical to good organizational management and decision-making resulted in the creation of a multitude of senior leadership training opportunities throughout the nation. A 2007 report by the Police Executive Research Forum (PERF), indicated the existence of 73 police leadership training programs. While some training programs cater to a national or regional audience, others fulfill state and local training needs. These programs vary greatly in terms of objective, length, and cost. However, even with the advent of the creation of significant training opportunities, leadership training for senior command staff is often haphazard (Dobby, Anscombe, and Tuffin, 2004).

CPI's core mission is to provide quality management and leadership training to DPD officers and administrative staff. Because this effort is central to our mission, it is imperative that we continue to remain on the cutting edge of offering relevant, innovative, and meaningful material using state-of-the-art methods of course delivery. We must always remain 'current' in the training we provide so that DPD officers are best equipped to do their jobs.

Our current curriculum has not been revised in some time. Teaching methods and content could both benefit from critical evaluation and modification to meet the current needs of DPD officers and staff. Moreover, because our mission also includes educating law enforcement personnel outside of DPD, a relevant curriculum will make us competitive with others in the marketplace who offer similar services. A cutting-edge curriculum makes CPI more marketable to other law enforcement agencies and expands our influence as a provider of quality leadership and management education at the local, regional, and national level.

# Goal #1: Curriculum



## Challenges/Opportunities

- Current programs lack innovation adversely impacting our competitive edge. We must continue to place a high level of importance on developing curriculum that is timely and relevant. This is best accomplished by engaging new instructors, adopting different teaching modalities, and implementing rigorous programming that reinforces critical thinking and knowledge transfer through practical application. Adapting to the needs of our clientele and providing a quality product that encourages mid-and senior-level law enforcement personnel to engage in new ways of decision-making and problem-solving will be central to CPI success long term.
- In addition to revising the current curriculum, it is important that we provide educational opportunities for those who have already participated in our classes in an effort to promote a culture of continuous learning. Offering ‘booster’ or ‘refresher’ courses that reinforce foundational precepts from the management and leadership courses we teach would assist new managers and leaders with integrating the tools they learned in class into their day-to-day work.
- Currently, multi-day courses solicit evaluations at the end of the course, rather than at the end of each module. Future course evaluations will be revised for content and frequency to ensure better and more accurate assessments of the material presented. Pre- and post-tests will also be administered to course participants to assess change in knowledge over time.
- CPI does not currently have an Advisory Board that advises on curricular needs. Establishing an Advisory Board would provide an opportunity for CPI to receive guidance from content experts in law enforcement and related other disciplines to provide guidance on course offerings and other important aspects of CPI operations.

## Strategic Response

CPI will continue to provide premier educational opportunities to DPD and other law enforcement personnel. It will do so by revising its current curriculum, developing additional curriculum options, implementing a new system of course evaluations, and creating an Advisory Board.

### ***Objective #1: Revise Sergeant’s, Executive, and Civilian Management/Leadership curriculum***

CPI will revise existing curriculum and review and alter it as necessary predicated on course evaluations, pedagogical considerations, and changing educational needs on a regular basis.

### ***Objective #2: Develop and implement special topics programs and ‘booster’ sessions***

CPI will work with DPD and other law enforcement organizations to develop timely, relevant, special topics programs that meet the changing needs of the discipline. CPI will also create programs

# Goal #1: Curriculum



that encourage recently trained officers to come together to discuss the challenges associated with implementing what they have learned.

**Objective #3: Integrate lower-cost learning formats**

CPI will revise curriculum to include online learning formats and integrate video conferencing to reduce course costs.

**Objective #4: Implement new system of course evaluations**

CPI will develop a new method of evaluating its courses including developing pre-and post-tests for each course.

**Objective #5: Develop partnerships with other organizations in the region who provide training courses for law enforcement personnel**

CPI will facilitate relationships with other organizations who provide training and educational programs for police officers as well as other public safety personnel.

## Tactical Plan

Objective	Specific Task	Implementation Year	Responsible Party
Revise Sergeant's, Executive, and Civilian Management/Leadership curriculum	Existing curriculum will be revised. Courses will include a syllabus and learning objectives as well as deliverables that reinforce critical thinking and promote the practical application of course concepts.	1	Associate Director for Training and Education
	Curriculum will be revised for content, pedagogy, and relevance on a yearly basis.	2-5	

# Goal #1: Curriculum



Objective	Specific Task	Implementation Year	Responsible Party
Develop and implement special topics programs and 'booster' sessions	At least one special topics program will be added to the institute's portfolio.	1-5	Associate Director for Training and Education and/or Assistant Director of Special Projects
	Booster session curriculum for existing programs will be developed.	2-5	
Integrate lower-cost learning formats	Investigate lower-cost learning formats.	1	Associate Director for Training and Education
	Implement lower-cost learning formats into curriculum.	2-5	
Implement new system of course evaluations	Pre- and post-test evaluations for each course will be developed.	1	Assistant Director of Special Projects
	Course evaluation content, delivery, and data collection method will be modified.	1	
Develop partnerships with other organizations in the region who provide training courses for law enforcement personnel	Co-sponsor programming with other organizations with similar mission.	1-5	Associate Director for Training and Education and/or Executive Director

# Goal #1: Curriculum



## Performance Measures

- Total number of special topics and 'booster' programs developed and implemented per year
- Reduction in per/course cost as a result of implementation of different course delivery methods
- Establish benchmark scores for student satisfaction of all revised courses
- Achieve a 5% increase in student satisfaction of all revised courses for years 2-5
- Establish benchmark scores for pre-tests for all courses
- Achieve a 5% improvement between pre- and post-test scores for all courses for years 2-5
- Total number of co-sponsored programs per year
- Achieve a 5% increase in the number of co-sponsored programs for years 2-5

# Goal #2: Research and Publication



*Facilitate and conduct research projects that impact criminal justice policy and practice and disseminate research findings to a broad audience to showcase accomplishments*

## Introduction

Addressing the complex research needs of DPD has always been a fundamental goal of CPI. Since its inception, CPI has initiated and completed several research projects that have assisted DPD in increasing effectiveness and improving its efficiency, including evaluations of the field officer training program, jail booking times, COMPSTAT, a crime analysis of Fair Park, cost/benefit analysis of blood draws for DWI enforcement, and an analysis of drug overdose hot spots.

The initial agreement to establish CPI promoted collaborations with other universities including UT Dallas. Prior collaborations on research have resulted in the research projects noted above as well as the publication of multiple research articles.

Currently, CPI has an Associate Director of Research and a part-time graduate assistant. This research team collaborates with outside academic institutions to conduct research on topics relevant to DPD. In addition, this team completes internal research projects for DPD. The Associated Director holds a PhD and is an active sergeant within DPD. The graduate assistant is a PhD student at UT Dallas. The Associate Director of Research has developed internal reports and has published in peer-reviewed academic journals. The graduate assistant has prepared internal reports.

Unfortunately, CPI has not reached its capacity to provide research support for DPD, to collaborate with outside institutions on timely research studies, or to publish consistently in peer-reviewed academic journals and trade publications. Staffing considerations and an underdeveloped relationship with UT Dallas, CPI's primary research partner, has made implementing projects difficult and publications limited. For CPI to advance in the area of research and publication, it must continue to develop collaborative relationships with UT Dallas and other academic institutions. Moreover, CPI must take the lead on external research projects, continue to provide the infrastructure to support DPD research/data evaluation requests, and generate material suitable for publication in a variety of outlets.

## Challenges/Opportunities

- The most significant challenge associated with meeting this goal is the lack of capacity/staffing. While the Executive Director and the Associate Director of Training and Education at CPI have PhDs, they are unable to fully engage in research and publication activities to any great degree. Thanks to DPD's commitment to CPI, it currently absorbs the costs associated with employing an Associate Director of Research, but CPI cannot rely on this cost offset in the long term. For CPI's presence as a research institute to grow, it will have to address staffing concerns relatively quickly.
- CPI has the opportunity to foster and grow relationships with UT Dallas and other academic institutions. For CPI to become an established and respected name in research, it will need to focus its energies on expanding these types of partnerships.

# Goal #2: Research and Publication



- CPI currently employs one graduate research assistant who assists with research projects. CPI needs to increase the number of graduate and other students who work for the institute.
- The current Associate Director of Research has published in peer-reviewed journals which has enabled CPI to gain exposure in the academic realm, but it is necessary for CPI to expand the number and type of publications it generates.
- CPI often attends conferences, but it must take a more active role in participating in local, regional, national, and international conferences that showcase CPI research.

## Strategic Response

CPI will expand the role it plays in facilitating and conducting research projects and in publishing and disseminating its research findings.

**Objective #1: Engage in joint research projects on topics that impact criminal justice policy and practice**  
CPI will actively seek to engage in joint research projects with other academic institutions and organizations that impact policing and criminal justice policy and practice.

**Objective #2: Expand research capabilities**

CPI will hire a research director who will be in charge of soliciting and implementing external research opportunities, managing internal research requests, and facilitating the writing of grants and publications.

**Objective #3: Encourage graduate student and intern participation in CPI projects and publications**

CPI will employ graduate assistants and interns to increase staffing, provide opportunities for growth and development of students interested in criminal justice policy and practice, to assist with research projects, and to enhance their publication record.

**Objective #4: Build a publication record in peer-reviewed journals and practitioner-based information outlets**

CPI will increase the number of articles published in peer-reviewed and practitioner-based journals.

**Objective #5: Increase the number of presentations at conferences**

CPI will attend and present papers at local, regional, national, and international conferences on current research projects.

**Objective #6: Prioritize internal research requests**

CPI will develop a research request form for DPD that will allow for the prioritization of in-house research projects.

# Goal #2: Research and Publication



## Tactical Plan

Objective	Specific Task	Implementation Year	Responsible Party
Engage in joint research projects on topics that impact criminal justice policy and practice	Reestablish relationship with UT Dallas	1	Executive Director
	Establish relationships with other academic institutions	1-5	Executive Director and/or Associate Director of Research
	Develop at least one research project with academic institutions/organizations per year	1-5	
	Implement at least one research project with academic institutions/organizations per year	1-5	
	Share publication credit with academic institutions/organizations on joint projects	2-5	
Expand research capabilities	Hire a permanent Associate Director of Research	1-3	Executive Director

# Goal #2: Research and Publication



Objective	Specific Task	Implementation Year	Responsible Party
Encourage graduate student and intern participation in CPI projects and publications	Employ graduate assistants and interns	1-5	All CPI Personnel
	Engage graduate assistants and interns in research projects	1-5	
	Work with graduate assistants and interns to develop publication record	1-5	
Build publication record in peer-reviewed journals and practitioner-based information outlets	Publish at least one peer-reviewed journal article per year	2-5	
	Publish at least one practitioner-based article per year	1-5	
	Revise existing internal reports for publication	1-5	
Increase the number of presentations at conferences	Present at local, regional, national, and international conferences	1-5	
Prioritize internal research requests	Develop DPD research request form	1	Associate Director of Research and/or Assistant Director of Special Projects

# Goal #2: Research and Publication



## Performance Measures

- Total number of relationships established with other academic institutions
- Total number of relationships maintained from year-to-year with other academic institutions
- Total number of research projects developed per year
- Total number of research projects implemented per year
- Total number of shared publication credits with academic institutions/organizations on joint projects per year
- Total number of graduate assistants and interns hired per year
- Total number of graduate assistants and interns involved in research projects per year
- Total number of graduate assistants and interns who receive publication credit per year
- Total number of publications in peer-reviewed journals per year
- Total number of publications in practitioner-based journals per year
- Total number of existing reports revised for publication
- Total number of local, regional, national, and international conferences attended per year
- Achieve a 2% increase in the number of presentations made at conferences for years 2-5
- Total number of internal research requests per year
- Total number of internal research requests accepted
- Total number of reports written as a result of internal research requests made
- Total number of publications submitted/accepted as a result of internal research requests

# Goal #3: Marketing



*Strengthen CPI's presence in the law enforcement training and leadership and research marketplace*

## Introduction

DPD has been the primary recipient of CPI programs. Historically, DPD personnel have been assigned to the programs by their supervisors.

While the majority of CPI program attendees are DPD employees, CPI courses often attract law enforcement personnel from other agencies in the Dallas-Fort Worth Metroplex. In order to broaden the scope of CPI whereby the programs can be made available to other law enforcement agencies and other groups that can pay for the programs, a comprehensive marketing communications plan and budget needs to be developed.

Currently, CPI does not have a clearly defined marketing plan. The brand is not defined and there is no brand message that introduces and adds value to the benefits provided by CPI to its customers. The creation of a comprehensive marketing communications plan will help articulate what CPI has to offer, enable the development of a recognizable brand and logo and reflect the relationship with DPD and the worth of the program to law enforcement in general. As a result of the marketing strategy, primary markets will be targeted and deliverables, costs and timelines will be established to showcase the benefits CPI brings to area law enforcement and the impact UNT Dallas has in providing relevant and worthwhile training.

## Challenges/Opportunities

- A comprehensive marketing communications plan will help identify primary markets, articulate the brand message and reinforce the necessity of the training and instruction provided by CPI. Building on the successes with DPD, CPI can expand its market share and reputation at the local, regional, national, and international levels.
- The marketing plan will be complete with a listing of targeted markets, deliverables needed to contact and inform those markets, a timeline for producing the communications materials, and a requested budget to fund the market communications effort. The UNT Dallas Marketing Communications team will work in cooperation with CPI leadership to determine what markets to pursue, what communications materials are needed, and in the creation and production of all communications efforts.
- As part of the UNT Dallas President's Initiative Number 2, "Create a critical mass of curriculum degree programs addressing societal needs, particularly for the North Texas region," CPI must reach a broader audience as the need for well-trained law enforcement officers is an acute need in

# Goal #3: Marketing



the Metroplex and beyond. Broadening the scope of CPI's influence and increasing market share is dependent on a well-targeted marketing communications effort that can be funded and sustained. Elements of the communications effort will include (but not be limited to) brand development, multi-media advertising, an informative and interactive Web presence, partnerships with law enforcement and businesses, attending and speaking at conferences, civic groups, law enforcement agencies and other high visibility engagements. In addition to adding value to the CPI programs and increasing awareness and market share, the marketing communications efforts will help increasing the opportunities for research and publication efforts.

- CPI will also partner with constituents such as alumni, business allied and in support of law enforcement, and other entities to help fund and promote the programs offered. As the number of CPI alumni grows, expanded opportunities will become available as CPI graduates move on from DPD to assume senior command positions at other law enforcement agencies. An element of the marketing communications plan will include on-going communication with CPI alumni to enhance recruiting efforts

## Strategic Response

CPI must employ a comprehensive marketing communications plan to create a strong and recognizable brand that will increase of market share.

### ***Objective #1: Develop a comprehensive marketing communications plan and budget***

In cooperation with UNT Dallas' Marketing Communications team CPI will develop a comprehensive marketing plan that will integrate various media and collateral materials that will improve CPIs market share.

### ***Objective #2: Develop a CPI brand strategy***

As part of the marketing communications plan, CBI will employ a new logo, brand message, recruiting materials, and Web presence to add value and perceived relevance to the programs offered.

### ***Objective #3: Increase networking to expand CPIs presence in the marketplace***

CPI will seek out and build partnerships with law enforcement related companies, industries, and communities to help increase visibility and awareness for the impact CPI has on effective law enforcement. CPI will convene an Advisory Council that will advise on curricular activities, help identify potential markets, and provide guidance for future growth opportunities.

### ***Objective #4: Expand CPIs academic presence and perceived credibility in the marketplace***

# Goal #3: Marketing



CPI will position itself as an expert resource in the field of criminal justice and law enforcement. CPI will also implement publishing opportunities that expand its presence in the academic marketplace as a leader in the development of best practices regarding law enforcement training and instruction.

## Tactical Plan

Objective	Specific Task	Implementation Year	Responsible Party
Develop a comprehensive marketing communications plan and budget	Develop a comprehensive marketing communications plan complete with deliverables, timelines, and requested budget	1	Executive Director/UNT Dallas Marketing Communications team
	Implement a comprehensive marketing plan	2-5	Executive Director
Develop a CPI brand strategy	Develop a CPI brand message	1	Executive Director/UNT Dallas Marketing Communications team
	Develop a new CPI logo	1	
	Develop print pieces	1	
	Develop a website that includes videos, blog, testimonials, and alumni stories	1	Executive Director/Assistant Director of Special Projects/UNT Dallas Marketing Communications team

# Goal #3: Marketing



Objective	Specific Task	Implementation Year	Responsible Party
	Increase CPIs social media presence	1-5	Assistant Director of Special Projects/ Executive Director
	Create CPI newsletter/ blog	1-5	
Increase networking to expand CPIs presence in the marketplace	Promote the CPI brand through speaking engagements	1-5	Executive Director
	Create an Advisory Council	1	
	Convene an Advisory Council	2-5	
	Host an Open House	1	
	Create an Alumni Association	2-5	
	Increase CPIs web presence on DPD intranet	1-5	Associate Director for Research
Expand CPIs academic presence and perceived credibility in the marketplace	Implement online/ open-access journal for researchers and practitioners managed by CPI	2-5	Associate Director for Training and Education
	Convene a conference	3-5	Executive Director

# Goal #3: Marketing



## Performance Measures

- Establish a benchmark for the number of people outside of DPD who participate in CPI programs as a result of increased presence of CPI through print, online, and word-of-mouth in year 1.
- Total number of people outside of DPD who participate in CPI programs as a result of increased presence of CPI through print, online, and word-of-mouth per year for years 2-5.
- Achieve a 2% increase in the number of participants excluding DPD who are involved in CPI programs. Develop a process to monitor analytics and ROI resulting from marketing communications efforts for years 2-5.
- Establish a baseline of speaking engagements in year one to measure growth during year 1.
- Achieve a 2% increase in the number of speaking engagements for years 2-5.
- Convene the Advisory Council in year 1.
- Increase the number of Advisory Council meetings to 2 per year for years 2-5.
- As part of Institutional Effectiveness protocol, record the minutes of each Advisory Council meetings with special emphasis on specific recommendations implemented by CPI for next 5 years.
- Create a data base of CPI alumni joining the Alumni Association in year 2.
- Establish a benchmark for the CPI Alumni Association in year 2.
- Achieve a 2% increase in CPI Alumni Association membership for years 2-5.
- Publish monthly in the DPD intranet newsletter Police Force Magazine.
- Develop an open-access journal.
- Increase the number of open-access journal issues published per year for years 2-5.
- Submit at least one publication for review in a peer-reviewed journals in year 1.
- Increase the number of articles submitted for publication in peer-reviewed journals for years 2-5.
- Create a conference by year 3.
- Achieve a 5% increase in the number conference attendees.

# Goal #4: Sustainability



*Create partnerships with the public and private sector that will support sustainability*

## Introduction

CPI is a grant-funded institute that has, to this point, operated almost solely from grant funds. The institute has generated very modest income through consulting engagements and tuition from program participants, but this income has been used to fund discretionary costs not covered by the grant and has not been enough to offset expenses in any significant way. At the current pace, CPI has enough money in reserve to cover salaries and costs for the next 2-3 years.

CPI has always recognized that it would need to generate funding from a variety of sources. Certainly, charging tuition to non-DPD program participants is one way of generating income. However, program capacity and minimal market share make large gains in tuition-generated income difficult in the short term. We hope to grow both program offerings and market presence, but this will take time.

Partnerships have been a foundational precept of CPI. CPI's unique role as a collaborative effort between DPD (CPI's client), the Communities Foundation of Texas/Caruth Foundation (CPI's primary benefactor), and UNT Dallas (CPI's academic home) reinforces the need to develop and foster public and private partnerships that result in a culture of giving with CPI as recipient. Funding from private and public partnerships will need to increase for CPI to be sustainable in the long-term.

Grant funding is another avenue that CPI must explore in its efforts to become sustainable. To date, CPI has not obtained grant funds to offset program or administrative costs. Research partnerships with other academic institutions that result in funding for grants will further offset administrative overhead and other institute needs.

## Challenges/Opportunities

- CPI's core mission is to provide management and training opportunities to DPD personnel at no cost. This makes tuition income possible only from program participants from other law enforcement/public safety entities. CPI will need to increase tuition for current courses, set tuition for new courses for non-DPD participants, and expand its participant base to include more participants from other law enforcement agencies as well as other criminal justice/public safety practitioners in order to generate additional tuition revenue. Because of competition in the marketplace, CPI will need to be sensitive to cost, but the possibilities for expanding the number and type of non-DPD participants in CPI programs are many.
- CPI must continue to develop and cultivate relationships with private foundations and public sector entities in an effort to secure additional funding. CPI must leverage its relationship with UNT Dallas' Office of Advancement to increase funding opportunities.

# Goal #4: Sustainability



- CPI must prioritize funding needs. This will encourage a targeted approach to fundraising when approaching external donors for assistance.
- CPI needs to develop a strategy for managing donors that includes discovery, cultivation, ask, and stewardship. A clearly defined plan and data management system will increase success.
- CPI does not currently have any marketing/fundraising materials. CPI will need to develop key marketing pieces that target public and private sector current and future donors.
- Partnerships with academic institutions must include a commitment to securing grant funding for projects, with indirect costs from grant funds going to reduce administrative overhead and to hire additional staff.

## Strategic Response

CPI must develop and employ a well-defined strategy for securing additional funding to promote long-term sustainability of the institute.

### **Objective #1: Revise standing cooperative agreement**

CPI must work with its principle partners to revise the currently expired cooperative agreement.

### **Objective #2: Increase the number of non-DPD attendees at CPI programs**

CPI must develop a tuition schedule for existing and new classes and must expand course offerings to attract non-DPD attendees. CPI must work to attract additional criminal justice constituencies.

### **Objective #3: Develop and cultivate relationships with the public and private sector that result in increased funding**

CPI must work with its UNT Dallas partner to develop and cultivate relationships with public and private funding agencies to encourage and increase financial awards. This includes private foundations, corporations, and individuals. Funding priorities must be established and a system for managing donors must be developed. Marketing materials that support the process must be created.

### **Objective #4: Secure grant funding**

CPI must partner with academic institutions and other organizations as necessary to seek grant funding (at the local, state, and federal level) for projects and programs.

# Goal #4: Sustainability



## Tactical Plan

Objective	Specific Task	Implementation Year	Responsible Party
Revise standing cooperative agreement	Sign extension to current cooperative agreement	1	Executive Director/ VP for Advancement- UNT Dallas
	Revise cooperative agreement	1	
Increase the number of non-DPD attendees at CPI programs	Set tuition rates for CPI courses for non-DPD attendees	1	Executive Director
Develop and cultivate relationships with the public and private sector that result in increased funding	Develop relationships with public/private sector funding agencies	1-5	Executive Director/VP of Advancement-UNT Dallas
	Seek funding from public/private sector funding agencies	1-5	
	Develop funding priorities	1-5	Executive Director
	Create fundraising-specific marketing materials	1	
	Manage the donor cycle	1-5	
Secure grant funding	Write a grant	1	Executive Director
	Secure grant funding	2-5	

# Goal #4: Sustainability



## Performance Measures

- Total number of people outside of DPD who participate in CPI programs per year
- Total number of public/private sector agencies visited per year
- Achieve a 5% increase in visits per quarter per year for years 2-5
- Establish baseline of funding received as a result of visits to public/private sector for year 1.
- Total amount of funding received as a result of visits to public/private sector per year.
- Achieve a 5% increase in the amount of funding received as a result of visits to public/private sector for years 3-5
- Total number of grants written per year
- Total of grant funding received per year
- Achieve a 5% per year increase in grant funding for years 3-5