



The University of Texas System
Nine Universities. Six Health Institutions. Unlimited Possibilities.

Office of Director of Police

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April 11, 2011

Dear Fellow Member of the UT System Police:

Let me start by saying how grateful I am to be part of the UT System Police again and to be in a position to work with each of you. As a personal note, you may not know that I graduated from the UT System Police Academy in December 1975 and spent from 1975 to 1978 with the UT Arlington Police Department under Chiefs Boyce Megason and JD McGee. My academy director was then Inspector Roy Baldrige so I have, indeed, come full circle in my law enforcement career.

During a number of trips to Austin late this winter and earlier this spring I had the opportunity to meet several times with my new boss, Executive Vice Chancellor (Dr.) Scott Kelley as well as Executive Vice Chancellor (Dr.) David Prior, Chancellor (Dr.) Francisco Cigarroa, the Office of General Counsel and the Board of Regents. Beyond what was contained in the UT System Police Management Task Force Review, UTS 170 and the formal description of the Office of Director of Police, we talked at great length about what expectations would be levied on the new Director of Police and what strategic objectives were to be pursued. There was strong unanimity in the message that I heard and the focus was clearly and unequivocally on these points:

- raising the performance bar of the UT System Police as a whole to the gold standard for the nation;
- making the UT System Police as a whole the benchmark for university and college law enforcement throughout the United States;
- building greater consensus, continuity and commonality between the 14 police departments within the System;
- enhancing interoperability and connectivity between the 14 police departments in order to have a more robust exchange/flow of information (both law enforcement and administrative) as well as opening stronger and more positive lines of communication between the Director, the Chiefs and the departments while encouraging mutual engagement all the way around; and
- committing to ensuring that in critical policy areas such as compelling legal issues, life safety, use of force, crucial personnel events and public integrity matters that we are operating uniformly from one department to another.

The University of Texas at Arlington

The University of Texas at Austin

The University of Texas at Brownsville

The University of Texas at Dallas

The University of Texas at El Paso

The University of Texas--Pan American

The University of Texas
of the Permian Basin

The University of Texas at San Antonio

The University of Texas at Tyler

The University of Texas
Southwestern Medical Center at Dallas

The University of Texas
Medical Branch at Galveston

The University of Texas
Health Science Center at Houston

The University of Texas
Health Science Center at San Antonio

The University of Texas
M. D. Anderson Cancer Center

The University of Texas
Health Science Center at Tyler

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So this represents my roadmap and my charter as to how to proceed—how will we do this? Through being transparent in what we do, inter-operability, mutual commitment and a focus on the greater good--While it may be some time until I can meet each of you, I am going to move quickly to visit with each police organization to get a personal sense of things and to look to you for your perspective as well. You will find me to be an earnest listener and the only caveat is that conversations be mutually professional and respectful.

What are my expectations? That as an organization collectively and as professionals individually we consistently strive for excellence, pursue every opportunity to be better at what we do and never, ever violate the public trust. These are the hallmarks of 21st century policing and we want to be front and center in that movement toward the future. Our fundamental purpose is the protection of the University of Texas community and with over 40 years of law enforcement legacy we have a proud history to build and enlarge upon here at the UT System Police.

What should you expect of me? My obligations are to ensure that as a whole we are moving strategically in the right direction, that we are trained as we should be for the future and its challenges and not just relying on how we have trained historically, and to the extent humanly possible that we are resourced as required. I will be your advocate as well as an advocate for advanced technology, best practices and model policies. I believe that law enforcement, security, protection, service and policing are all linked and that we must employ and be masters of all five disciplines—to whatever extent we currently fall short of that ability I will do my utmost to get us there...with your help—I cannot do it alone.

In terms of how our most valuable resource is treated, our people, I am committed to treatment that is characterized by fairness, equity, dignity and truthfulness. If any of you are skeptical about that commitment I would urge you to contact the agencies from which I have come and ask them if I lived up to what I have said based on what I did there—I am confident about what you will hear. Ethical behavior and principled decision-making is a commitment to be shared mutually between us—please join me in that. I take very seriously my statutory responsibility to commission and train peace officers and will treat that obligation as a sacred trust—on that you may rely.

In closing, let me simply thank you for the privilege to serve with you—I look forward to our jointly moving us ahead toward even greater days for the UT System Police.

With warm regards,

A handwritten signature in blue ink, appearing to read "Michael Heidingsfield", with a long horizontal line extending to the right.

Michael Heidingsfield, Director of Police
ID 135