



Cover Memorandum

Vision, Mission, and Guiding Principles, JHPD Directive #101

Purpose of the Directive

The purpose of this Directive is to inform members of the Johns Hopkins Police Department (JHPD) and the community they serve about Johns Hopkins Public Safety's (JHPS) Vision, to identify the mission of the JHPD, and to identify the core principles that will guide both individual and organizational decision-making.

Summary of Directive Requirements

The vision statement of JHPS sets forth what it intends to be:

Johns Hopkins Public Safety is a progressive leader in campus safety, working collaboratively with our community of students, faculty, staff, neighbors, and patients to secure a safe environment that promotes public health, community wellbeing, and academic success.

The mission statement of the JHPD sets forth how it intends to meet that vision:

The JHPD is committed to the equitable delivery of police services that prioritize the well-being of our students, faculty, staff, and guests. We build trust by engaging our community and partners as co-creators of the campus safety environment.

Finally, the core principles of service, justice, humility, professionalism, respect, integrity, diversity, and equity will define how the mission is accomplished and guide the JHPD's day-to-day interactions and work with the public.

Blueprint for the Policy Development Process

The draft JHPD policies (hereinafter referred to as "directives") shared for community feedback are based on examples of 21st century best practices in public safety policy, identified through extensive benchmarking of university and municipal law enforcement agencies across the nation. Taken together, they represent a comprehensively progressive approach to policing that prioritizes equity, transparency, accountability, and community-based public safety strategies.

The JHPD's draft directives embody approaches that community advocates and leading experts have championed locally and in law enforcement reform efforts across the nation. The draft directives have also been developed based on input received through robust community engagement in prior phases of JHPD development, including suggestions received in the legislative process as well as last fall's Memorandum of Understanding (MOU) public comment period and feedback opportunities.

In addition, the directives were drafted to exceed the minimum requirements of the Constitution and laws of the United States and the State of Maryland, to align with the Community Safety and Strengthening Act (CSSA) and to fulfill the requirements of the MOU between the Johns Hopkins University and the Baltimore Police Department. The Hopkins community and our neighbors throughout Baltimore can help improve and strengthen these directives further through their feedback and input.

Material that was considered in the drafting of the Directive and Procedure Manual, include:

a. Publicly available policies from municipal police departments that have undergone substantial reform efforts, including: the New Orleans Police Department; Seattle Police Department; Portland Police Department; Detroit Police Department; Ferguson Police Department; and Baltimore Police Department;

b. National guidance on best practices and model policies from criminal justice reform efforts, social science research centers, and civil rights organizations, including: the Leadership Conference on Civil and Human Rights; American Civil Liberties Union (ACLU), including the ACLU of Massachusetts’s “Racially Just Policing: Model Policies for Colleges and Universities”; the International Association of Chiefs of Police (IACP); the Police Executive Research Forum (PERF); U.S. Department of Justice Office of Community Oriented Policing Services (COPS Office); The Justice Collaboratory (The JC) at Yale University Law School; and The Center for Innovation in Community Safety (CICS) at Georgetown Law School.

c. National and local higher education institutions that are based in comparable environments and make policies publicly available, including: Carnegie Mellon University; Morgan State University; Towson University; University of Chicago; University of Cincinnati; University of Maryland, Baltimore County; University of Pennsylvania; and Yale University.

To ensure that the proposed directives captured national best practices in community-focused public safety services, the development team collaborated with independent experts from two organizations: National Policing Institute (the Institute), a non-profit dedicated to advancing excellence in policing through research and innovation, and 21CP Solutions, an expert consulting team of former law enforcement personnel, academics, civil rights lawyers, and community leaders dedicated to advancing safe, fair, equitable, and inclusive public safety solutions. Each directive was reviewed by experts selected by both organizations, who provided feedback, suggestions, and edits that were fully incorporated into the current draft.

Finally, individuals and organizations representing the diversity of the Johns Hopkins University community provided feedback to ensure the policies and procedures reflect and respond to the values of our institution and to our community’s public safety service needs.

Now they are available for your review. Johns Hopkins is committed to adopting, incorporating, or otherwise reflecting recommended changes and feedback in the final version of policies so long as feedback is aligned with our values and commitments, permissible within legal parameters, and supported by national best practices for community policing and public safety.



POLICE DEPARTMENT

**VISION, MISSION, &
GUIDING PRINCIPLES**

**CONDUCT &
RESPONSIBILITY #101**

Responsible Executive:
Chief of Police
Responsible Office:
Vice President for Public Safety
Approved by:
Dr. Branville G. Bard, Jr.
Issued: [full date]
Revised: [full date]

Table of Contents

POLICY STATEMENT1

WHO IS GOVERNED BY THIS POLICY.....1

PURPOSE1

DEFINITIONS.....2

PUBLIC SAFETY VISION STATEMENT.....2

MISSION.....2

GUIDING PRINCIPLES.....2

POLICY ENFORCEMENT4

RELATED RESOURCES4

CONTACTS4

Policy Statement

In tireless pursuit of Johns Hopkins’ vision for Public Safety, the mission and guiding principles are established for the Police Department, stating the Department’s purpose, and providing broad direction and a framework against which actions should be assessed.

Who is Governed by this Policy

All personnel, including sworn, non-sworn, and contractual or voluntary persons in service with the Johns Hopkins Police Department (JHPD) are governed by this Directive.

Purpose

The purpose of this Directive is to inform JHPD members of Johns Hopkins’ vision for Public Safety, to identify core principles and values that will guide both individual and organizational

decision-making, and to aid in setting a mission that is a concise explanation of the Police Department's purpose and overall intention.

Definitions

Vision:	What and where the organization believes it will be in the future. The vision ensures focus and direction, providing everyone with a common picture of what and where the organization wants or intends to be.
Mission:	An organization's public purpose, its services, its priorities, and beneficiaries; the unique purpose of an organization, the fundamental reason it was created, and what it is supposed to do to contribute to its vision; why the organization was created.
Principle:	A fundamental truth or proposition that serves as the foundation for a system of beliefs or behaviors or for a chain of reasoning. Guiding principles or precepts guide an organization in all circumstances, irrespective of changes in its goals, strategies, type of work, or leadership.
Member:	All members of the JHPD, including employees, officers, and volunteers, unless the term is otherwise qualified (e.g., member of the public, member of the Baltimore Police Department, etc.).
Officer:	All sworn police officers, at any rank, as defined by MD Code, Public Safety, § 3-201, in service with the JHPD.

Johns Hopkins Public Safety Vision Statement

Johns Hopkins Public Safety is a progressive leader in campus safety, working collaboratively with our community of students, faculty, staff, neighbors, and patients to secure a safe environment that promotes public health, community well-being, and academic success.

Mission

We build trust by engaging our community and neighbors as partners in building a safe campus environment. The JHPD is committed to the equitable delivery of law enforcement services that prioritize the well-being of our students, faculty, staff, neighbors, patients, and guests.

Guiding Principles

We are knowledgeable, public service-focused professionals who embrace diversity and understand that safety is a community effort. Working together, we lead the continuous pursuit of individual and campus safety with:

I. Service

We provide relief to the people and situations we encounter in a campus environment. This is accomplished not through rigid application of laws, but through the employment of common sense and compassion in service of the law.

II. Professionalism

We demonstrate professionalism through our adherence to the highest legal and ethical standards and practices in public safety, emphasizing customer service and personal conduct that brings honor and respect to Johns Hopkins and our professions.

III. Respect

We acknowledge the human dignity and individual rights of all people and recognize that our success depends upon the quality of our relationships developed through each contact with members of the public.

IV. Humility

We seek to understand the needs of our community through active listening, grounding all our interactions in empathy, and embracing a sincere desire to learn from these shared experiences, including our mistakes.

V. Justice

We acknowledge the historically rooted tensions in government structures and lack of trust between public safety agencies and marginalized communities, including communities of color, LGBTQ+ individuals, and others. We understand that providing unbiased, high-quality service rooted in procedural justice is essential to build public trust, and we tirelessly seek to resolve crime and conflict through harm reduction.

VI. Integrity

We require truth, honesty, and ethical behavior from all members of our department.

VII. Diversity

We value our similarities and differences and seek the input and talents of all members of the university, health system, and our surrounding communities.

VIII. Equity

We foster community trust through the development of innovative strategies, advanced

training, communicating with the community, and partnerships that ensure the delivery of fair and equitable services.

Policy Enforcement

Enforcement	All members of the Police Department are responsible for upholding these principles and holding themselves and their peers accountable through active bystandership. Managers and supervisors are responsible for leading their personnel toward this noble cause, serving as positive examples and resources.
Reporting Violations	Suspected violations of this Directive should be reported to the Office of the Vice President for Public Safety.

Related Resources

University Policies and Documents
External Documentation
Police Department Forms and Systems

Contacts

Subject Matter	Office Name	Telephone Number	E-mail/Web Address
Policy Clarification and Interpretation			