

**Strategic Plan
For The University of Tennessee
Institute for Public Service
2009 - 2013**

ORGANIZATIONAL OVERVIEW

Each day, Tennessee's local government, law enforcement and business leaders rely on the University of Tennessee Institute for Public Service (IPS) to help improve the quality of life of Tennesseans. IPS consultants and staff bring our talents and the expertise of university faculty, resources, and research to communities and businesses across the state.

We continue to serve Tennesseans and extend our reach and impact beyond Tennessee's borders by providing service and outreach to leaders and partners across the region and nation. As outlined in this strategic plan, we:

1. Promote good government in Tennessee;
2. Strengthen economic development in Tennessee;
3. Improve the quality of life in Tennessee; and
4. Ensure the effectiveness and efficiency of IPS services.

Our goals are ambitious but achievable. As we fulfill our tasks of developing our leaders, boosting our economy, respecting our environment, and otherwise promoting a better quality of life for Tennesseans, we will act honorably, energetically, and with purpose. Through the efforts of the university and the institute, Tennessee will remain a great place to live, work and flourish.

VISION

Provide higher education's most comprehensive outreach to government, business and the public.

MISSION

Improve the lives of Tennesseans by leveraging university expertise to meet community and workplace needs.

VALUES

We respect and work to promote:

- UT's land grant mission
- Our heritage of work throughout Tennessee, and its national and global impact
- The honorable calling of public service
- Good government that enhances the lives of its constituents
- Profitable, well-managed, private sector businesses throughout Tennessee
- Sustainable communities
- Non-biased, non-partisan, ethical, professional and tailored service
- Responsiveness and innovation that serve our customers' interests
- Listening to and learning from our customers
- Personal and inclusive relationships, teamwork and networking
- A supportive and fulfilling work environment
- The expertise and creativity of our staff
- Partnering with other government and non-profit organizations to achieve more
- Pride in our work

ACCOUNTABILITIES

As a statewide entity of the University of Tennessee System, IPS is accountable to the Governor of the state of Tennessee, the Tennessee General Assembly, the UT Board of Trustees and the president of the university system. Agencies within IPS also are accountable to their respective advisory councils. Specific programs and activities may have reporting and other accountabilities required by funders or sponsors.

Implementation—Every IPS employee has a role to play in fulfilling the goals contained in this plan. Annual performance reviews set out individual expectations that are tied to specific strategic goals. Supervisors are responsible for overseeing progress, suggesting revisions and ensuring success. The IPS assistant vice presidents are expressly charged with implementation of the strategic plan, and the vice president of public service bears ultimate responsibility.

Plan Input and Feedback—Agency and internal subject matter plans were posted on the IPS Employee Intranet to provide information to and solicit feedback from employees. Strategic planning teams discussed strengths, weaknesses, opportunities and threats and provided input on draft plans. Additionally, each agency provided its draft plan to its advisory council, which reviewed the plan and offered feedback and suggestions.

ORGANIZATIONAL STRUCTURE

Details of the statewide mission of IPS are available at

<http://www.ips.tennessee.edu/userfiles/file/UT%20Org%20Chart.pdf>

SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Strengths

- Reputation and history of IPS and agencies
- Land grant mission of UT and UT's commitment to public service
- Existing customers' commitment
- Breadth and depth of IPS employees' knowledge, skills and abilities
- Statewide presence
- Customer associations' support and partnerships
- Information Technology infrastructure
- Identified state funding and subsidized programs

Weaknesses (Challenges)

- "Silos" of agencies and work
- Public service not as valued by university as academic and research components
- Tendency to be reactive rather than proactive
- Fluctuating appropriations and tax revenues
- Limited experience in acquiring external resources
- Difficulty of identifying, collecting and analyzing data for internal and external use
- Not enough staff to respond to demand
- Strengths and impact not well-publicized
- Lack of succession planning
- Varied access to technology among customer base

Opportunities

- Technological applications for communications, training and database development
- New and more diverse customers and partnerships
- New issues (debt management, energy)
- Increased demand for leadership development
- New federal funding
- More inter-agency collaboration
- More use of UT resources—faculty, students
- More IPS involvement in UT teaching and research (especially in political science and master of public administration programs and initiatives with the Howard H. Baker Jr. Center for Public Policy)
- Better impact measurement

Threats

- Disparity of customer base—resources, access to technology
- Reduced levels of traditional funding
- Decline of manufacturing sector
- Economic uncertainty
- Competition
- Retirement of experienced staff
- Competition for skilled employees

Mission creep—pressure to depart from traditional areas of focus
Keeping up with change—being innovative and not growing obsolete

STRATEGIC GOALS

The strategic goals of the UT Institute for Public Service clearly align with the research and economic development and outreach and globalization goals of the University of Tennessee System, with primary emphases on outreach and economic development.

I. Promote good government in Tennessee.

Objectives

1. Deliver quality consulting services, technical assistance and training to help elected and appointed state and local government officials and their staffs understand issues, trends and priorities.
2. Provide timely and accurate information that promotes dialogue and engagement among elected and appointed officials, community members and stakeholders.
3. Work with agencies, associations and other partners to provide relevant information, assist their efforts, and receive feedback about issues of interest to their stakeholders.

Initiatives

- Continue to provide quality training, development and technical assistance programs to state, municipal and local agencies and employees, evaluating and modifying as necessary and appropriate to achieve objectives. (on-going)
- Develop a recurring information or training session for new and returning legislators. (CY2010)
- Expand joint training opportunities between CTAS and MTAS, as well as among all IPS agencies. (CY2010)
- Expand online courses. (CY2011)
- Develop new certificate programs. (CY2011)
- Expand management training. (CY2012)
- Further the use of advisory councils and involvement of associations on councils. (CY2011)
- Expand participation by IPS staff in public administration education and research. (CY2013)

Performance Metrics

- Increase number of projects and activities completed
- Improve economic impact
- Maintain number of training programs, customers trained and continuing education units awarded
- Improve number of contacts or touches
- Increase percentage of targeted customers assisted
- Maintain number, type and distribution of publications, newsletters and bulletins
- Maintain level of customer satisfaction

II. Strengthen economic development in Tennessee.

Objectives

1. Help existing business and industry improve competitiveness and profitability to promote job opportunities and a higher standard of living for Tennesseans.
2. Build local community and statewide capacity to understand economic development trends and practices and to deploy effective strategies to achieve their objectives.
3. Develop profitable enterprises by extending UT resources, along with those of our partners and others, to assist Tennessee businesses, entrepreneurs and inventors.
4. Assist in bringing ideas originating from UT and our partners to fruition in Tennessee.

Initiatives

- Expand availability of high quality economic development education and training opportunities in-state. (CY2011)
- Promote the growth and success of entrepreneurs in Tennessee as a strategic component of community and state economic development agendas. (CY2012)
- Build stronger statewide linkages between the research assets of higher education and our partners and the existing businesses and industries of Tennessee. (CY2013)
- Conduct research and produce information and tools to allow Tennessee's leaders greater access to relevant, timely facts. (CY2011)
- Actively engage the assets of UT and our partners to enhance the vibrancy and competitiveness of Tennessee's manufacturing firms. (CY2013)

Performance Metrics

- Increase number of technical assistance and research projects completed
- Improve economic impact
- Maintain jobs added or retained by employers who were aided by IPS initiatives
- Maintain number of training programs, customers trained and continuing education units awarded
- Improve number of contacts or touches
- Increase percentage of targeted customers assisted
- Maintain level of customer satisfaction

III. Improve the quality of life in Tennessee through outreach.

Objectives

1. Deliver enhanced consulting services, technical assistance and training in specific areas of public interest to help elected and appointed state and local government officials, their staffs, and the public better understand issues, trends and priorities.
2. Provide timely and accurate information that promotes dialogue and engagement among elected and appointed officials, community members, and stakeholders about issues affecting the quality of life of Tennesseans.
3. Work with agencies, associations and other partners to provide relevant information; assist their efforts; and receive feedback about issues affecting the quality of life of Tennesseans.

Initiatives

- Environment—Support and inform practitioners and policymakers in areas such as (CY2012):
 - health—water and wastewater, solid waste and air quality
 - sustainability—energy, planning and growth
 - economic impact—compliance, resources and opportunity
- Public Safety—Support and inform practitioners and policymakers in areas such as (CY2012):
 - community policing
 - criminal investigation
 - management practices
 - workplace issues
 - fire and emergency response
- Leadership Development—Enhance knowledge, skills and abilities of public, business and community leaders by:
 - Continuing and expanding leadership development for elected and appointed officials and their staffs (CY2012)
 - Providing training to develop business leaders (CY2013)
 - Improving the relevant skills of community leaders in dealing with matters of public interest (CY2012)
 - Creating ways to identify and develop future leaders (CY2013)

Performance Metrics

- Increase number of projects and activities completed
- Improve economic impact
- Maintain number of training programs, customers trained and continuing education units awarded
- Improve number of contacts or touches
- Increase percentage of targeted customers assisted
- Maintain number, type and distribution of publications, newsletters and bulletins
- Maintain level of customer satisfaction

IV. Ensure the effectiveness and efficiency of IPS services to customers.

Objectives

1. Secure, retain and enhance the resources—human, financial, infrastructure, political/relational, institutional and others—necessary to provide IPS services.
2. Maximize the quality, quantity, effectiveness and value of services available to IPS customers.
3. Uphold legal, ethical and performance standards of the state of Tennessee, the University of Tennessee and relevant professional associations.
4. Sustain a high quality work environment for IPS staff.

Initiatives

- Work to ensure adequate and stable support by actively engaging leaders in higher education, state and federal government, associations and key stakeholders. (CY2012)
- Diversify funding among local, state, federal, sponsored, donor and revenue-producing sources. (CY2013)
- Hire, develop and retain skilled professionals with diverse backgrounds and skill sets. (on-going)
- Increase collaborations across IPS agencies and the university. (CY2011)
- Promote and demonstrate the value IPS brings to Tennesseans. (CY2010)
- Develop and implement a method to evaluate the effectiveness and impact of IPS services. (CY2010)
- Monitor progress in implementing strategic planning goals by using feedback from customers and continuing strategic planning teams as strategic implementation teams. (on-going)
- Strategically use the annual performance review process by aligning annual work objectives with university, institute and agency strategic plans. (CY2010)
- Improve processes to ensure that the fiscal management of IPS and its agencies is uniform and reliable. (CY2010)
- Ensure IPS information technology networks, platforms, systems, work products and support tools meet the needs of customers and IPS staff. (CY2011)

Performance Metrics

- Increase diversification of funding
- Increase number of donors
- Maintain value of cost sharing provided by IPS partners
- Maintain employee retention rates
- Increase employee satisfaction
- Improve percentage of employees fulfilling professional development goals
- Increase diversity of IPS staff
- Increase number of internal and external collaborations
- Maintain customer satisfaction with IPS services
- Increase scores on effectiveness measures
- Reduce number of financial and information technology audit exceptions