

Spring 2016

IPS CONNECT

A publication of The University of Tennessee Institute for Public Service

The University of Tennessee System's source of outreach to government, business & communities



IPSCALENDAR

CIS

April 4	OSHA 510 Safety & Health Standards for Construction, Knoxville
April 5	OSHA 10-Hour General Industry, Memphis
April 12	8-Hour Site Worker Refresher, Knoxville
April 13	8-Hour DOT Refresher, Knoxville
April 14	16-Hour DOT, Knoxville
April 18	OSHA 500 Trainer Course in Standards for Construction, Nashville
April 19	40-Hour HAZWOPER Hazardous Waste Site Worker, Knoxville
April 26	OSHA 501 Trainer Course in Standards for General Industry, Nashville
May 2-6	Tennessee Basic Economic Development Course, Nashville
May 3	8-Hour Site Worker Refresher, Nashville
May 4	8-Hour DOT Refresher, Nashville
May 5	16-Hour DOT, Nashville
May 10	OSHA 10-Hour General Industry, Knoxville
May 16	Form R Report: The Environmental Protection Agency, Knoxville
May 20	Form R Report: The Environmental Protection Agency, Chattanooga
May 23	OSHA 503 Update for General Industry Outreach Trainers, Nashville
May 26	Form R Report: The Environmental Protection Agency, Jackson
May 27	Form R Report: The Environmental Protection Agency, Nashville
June 6	OSHA 30-Hour General Industry Course, Nashville
June 6	Change Management, Athens
June 8	Strategic Planning for Economic Development, Jackson
June 14	8-Hour Site Worker Refresher, Memphis
June 15	8-Hour DOT Refresher, Memphis
June 16	16-Hour DOT, Memphis

LEIC

April 4-6	Advanced Leadership and Supervision, Blountville
April 11-14	Domestic Violence, Cookeville
May 2-3	First Line Leadership and Supervision, Knoxville
May 23-27	40-Hour Crime Scene Management, Oak Ridge
June 6-9	Domestic Violence, Clarksville
June 20-23	Domestic Violence, Jackson

MTAS

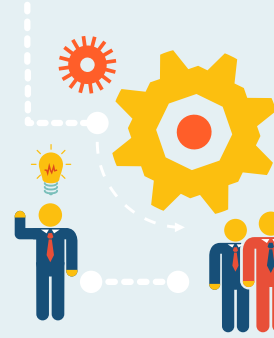
April 1	Internal Control - Documentation & Policy Development, Kingsport
April 1	Economic Development, Knoxville
April 1	Human Resources, Knoxville
April 1	Fire Review, Knoxville
April 2	Public Works, Knoxville
April 2	Police Review, Knoxville
April 5	Customer Service in Government, Memphis



April 6	Customer Service in Government, Jackson
April 7	Customer Service in Government, Nashville
April 12	Municipal Manager Overview, Johnson City
April 13	Government Accounting I, Nashville
April 13	Customer Service in Government, Knoxville
April 14	Conflict Management, Greeneville
April 14	Customer Service in Government, Collegedale
April 19	Understanding Work Styles, Johnson City
April 19	Internal Control - Documentation & Policy Development, Murfreesboro
April 25	City Operations - How to Determine if You're Winning or Losing, Jackson
April 26	City Operations - How to Determine if You're Winning or Losing, Nashville
April 26	Planning and Organizing for Results, Johnson City
April 27	Government Accounting I, Knoxville
April 27	Government Accounting I, Jackson
April 29	City Operations - How to Determine if You're Winning or Losing, Knoxville
May 3	Planning and Zoning: Comprehensive Planning and the Annexation Process, Nashville
May 3	Performance Management - Positive Discipline, Johnson City
May 4	Planning and Zoning: Comprehensive Planning and the Annexation Process, Collegedale
May 10	Planning and Zoning: Comprehensive Planning and the Annexation Process, Memphis
May 10	Human Resource Overview, Johnson City
May 11	Planning and Zoning: Comprehensive Planning and the Annexation Process, Jackson
May 17	Workplace Harassment and Workplace Violence, Johnson City
May 18	Governmental Accounting II, Nashville
May 24	Planning and Zoning: Comprehensive Planning and the Annexation Process, Knoxville
May 24	Communication Skills, Johnson City
May 25	Governmental Accounting II, Knoxville
May 25	Governmental Accounting II, Jackson
May 25	Planning and Zoning: Comprehensive Planning and the Annexation Process, Johnson City
May 31	Motivating your Workforce, Johnson City
June 8	Closing the Year-End Accounting System, Collegedale
June 9	Closing the Year-End Accounting System, Knoxville
June 15	Financial Reporting I, Nashville
June 22	Financial Reporting I, Jackson
June 27	Closing the Year-End Accounting System, Memphis
June 28	Closing the Year-End Accounting System, Jackson
June 29	Closing the Year-End Accounting System, Franklin

NAIFEH CENTER

April 12	Tennessee Government Management Institute (TGMI) Orientation, Nashville
May 1-6	TGMI Week One, Montgomery Bell State Park
June 12-17	TGMI Week Two, Knoxville





THE UNIVERSITY OF TENNESSEE

INSTITUTE FOR PUBLIC SERVICE

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The University of Tennessee
Institute for Public Service

1610 University Ave.
Knoxville, TN 37921

Phone: (865) 974.6621

Fax: (865) 974.1528

DR. JOSEPH DIPIETRO

President

DR. HERB BYRD, III

Vice President of Public Service

CHARLES E. SHOOPMAN

Assistant Vice President

STEVEN T. THOMPSON

Assistant Vice President



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**Move
OFF CAMPUS
Becomes
OFFICIAL
FOR IPS**

11



**MTAS DELIVERS FRESH APPROACH
TO LEADERSHIP IN TRAINING CITY OFFICIALS**



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A WORD FROM DR. BYRD



Dr. Byrd

IPS to Initiate Institute-wide Strategic Planning Process

ALICE WAS PUZZLED. As she searched for a way out of Wonderland, she came to a fork in the road. “Which road should I take?” she asked the Cheshire Cat. “Where are you going?” the cat responded. Alice said she didn’t know. The smiling cat gave her this reply, “If you don’t know where you’re going, any road will get you there.” (Blanchard, K. (1999). *The Heart of a Leader*, Tulsa: Honor Books, p. 71.)

Lewis Carroll,
as quoted by
Ken Blanchard,
provides what
I think is one
of the strongest
arguments for
an organization

to have a strategic plan that guides its work. Many of you have even heard me say that, at least in my mind, a strategic plan should be like a course plotted on a road map. In other words, it would show where we started, any waypoints along the way would be identified, and the destination would be clear. This kind of plan would let us identify where we are in relation to our objectives at any time along the way (or, if we have strayed off course it would help us to realize that fact and get us back on the correct route). I would visualize a plan that guides us until at least the year 2020 and perhaps to 2025.

strat•e•gy [strat-i-jee]
a plan, method, or
series of maneuvers or
stratagems for obtaining
a specific goal or result

There are several benefits to a good strategic planning process. It enables us to **FOCUS** and set priorities on the most critical of issues that move us forward. Secondly, the process helps to **COORDINATE ACTION**, particularly in an organization like ours where our different agencies interact and where opportunities to add value to programming exist. Another plus is that the plan will help us benchmark and set action steps with **MEASURABLE**

RESULTS. Setting priorities and putting work teams in place to address the issues we identify will result in stronger corporate **TIME MANAGEMENT**. And finally, there are lots of personal and organizational benefits to going through the

PROCESS itself. The process provides for rich conversations among our staff members and with stakeholders as well, with opportunities for learning new facilitation techniques and skills, development of camaraderie and deepening relations, and other tangible benefits.

Of course there will be the clarification of organizational mission and vision. In a couple of meetings I have been part of in the past year, a facilitator has utilized the technique of a “six-word story” to force participants to focus on organizational mission. Can you describe your professional



EMPLOYEE profile

DON GREEN

mission in a six word statement/story? I would love to see what you can come up with – send me (hbyrdiii@tennessee.edu) your ideas on what that should be for the Institute for Public Service and/or for your agency. Do you think we can shorten our mission statement in our strategic planning process? I would sure like to have a short one we can use – even if it isn't as short as six words!

So it's time! As we begin putting the strategic planning process in place, I am hopeful that you will begin to envision the future IPS that you would like to see. Maybe it is how we can be more customer-centric. Perhaps you would like us to be more attentive to the workplace and increase employee engagement. Or, for some, we may need to explore how we can better incorporate technology innovations in our educational and consulting activities. Whatever your vision, I look forward to our work together to create the Institute for Public Service needed by our state for the future. 🔗



When UT Law Enforcement Innovation Center Executive Director Don Green joined the center in 2008, he was no stranger to The University of Tennessee.

A native of South Fulton, Green attended UT Martin where he earned his bachelor's degree in psychology. He later received a master's degree in criminal justice from UT. In 2011 he completed an Education Specialist degree from Lincoln Memorial University. He also is a graduate of the 204th session of the FBI National Academy and the 28th Session of the Senior Management Institute for Police (PERF).

Following his career at UT Martin, he moved to Knoxville to begin his career with the Knoxville Police Department. During his time with KPD, he served as an instructor and provided technical assistance to LEIC.

He joined LEIC following a 30-plus-year career with KPD. When he retired from KPD he was serving as division commander for the department's Criminal Investigative Division. During his career he served as SWAT team leader and commander, on the Haz-Mat Response Team, Marine Unit, Bicycle Unit, and as an Accident Reconstructionist, as well as on patrol and investigative assignments. He was involved in training both for KPD and on a national and international basis in areas such as leadership, ethics, community policing, tactical operations, school safety, and homeland security.

He and his wife Pat have two daughters and a grandson. When he's away from work he enjoys motorcycles, hunting, music/concerts, Tennessee Titans football and spending time with his dog. 🔗

CTAS STAFF PROVIDING Internal Controls Training FOR GOVERNMENT OFFICIALS

MAINAINING THE TRUST of local government constituencies has been a major catalyst behind the efforts to train county officials on how to establish and maintain internal controls over such things as funds, property and other assets. Those training efforts initiated a major effort by the UT County Technical Assistance Service (CTAS), in partnership with the state

Robin Roberts. "Our staff has already put in a great deal of time and effort to insure that we have a grasp of the issues, and we have a process that we want to get in front of every county official affected by this statute."

Public Chapter 112 amends T.C.A. § 9-18-102, effective June 30, 2016, to require local governments to establish and maintain internal controls to provide reasonable

In more than 20 training sessions statewide, including at least six directed specifically toward the office of sheriff, CTAS detailed what each office is required to do, including having documented internal controls in place by June 30, 2016. It is important that county office holders bring any personnel responsible for any part of their internal control functions with them to the training.

"Because every county is different, CTAS will not be creating a model policy for counties to just stamp and call their own," Roberts said. "That kind of approach would not address the vast differences in how each office deals with the various areas that need to be documented."

Because of the number of offices requiring documentation of internal controls, CTAS will not be able to write individual policies for officials. Instead, in addition to the numerous training classes, the CTAS staff has developed an internal controls toolkit consisting of: 1) internal controls questionnaire; 2) internal controls assessment; 3) segregation of duties checklist; and 4) a sample internal controls risk assessment.

Classes started in early January and will run through March. All participants will receive a free copy of The Little Book of Local Government Fraud Prevention. [🔗](#)



CTAS's Marty Spears and Mary Ann Moon explain a team exercise to county officials.

Comptroller's Office, to provide sessions throughout the state targeting officials and their office staffs on what they need to do before the end of the current fiscal year.

"Current law states that each county government office will have up-to-date internal controls by the end of the current fiscal year," said CTAS Executive Director

assurance that obligations and costs are in compliance with applicable law; safeguarded against waste, loss and unauthorized use or misappropriation; and revenues and expenditures are properly recorded and accounted for to allow for accurate and reliable financial reports and to maintain accountability over assets.

Participants study a presentation being delivered by County Government Consultants.



Wesley Robertson

LEIC DELIVERS Training IN PUERTO RICO



THE UT LAW ENFORCEMENT INNOVATION CENTER (LEIC) trained 22 agents from various federal agencies during a two-week training course in Puerto Rico.

LEIC's Dan Anselment and National Forensic Academy instructor Tim Schade delivered the course for the Department of Homeland Security's Illicit Trade Group, the Child Exploitation Group and three members of the Federal Bureau of Investigation's Evidence Recovery team in San Juan. The first week included crime

scene management, digital photography, latent prints, DNA evidence and chemical reagents for detecting blood. The second week was led by NFA Instructors Cory and Holly Latham, and Anselment, who delivered 20 hours of shooting scene documentation and 20 hours of bloodstain pattern documentation.

"The training was a great success and we anticipate additional deliveries to other Department of Homeland Security agents throughout the U.S. and abroad," Anselment said. [🔗](#)

HAPPENINGS

UT Day ON THE HILL

THE INSTITUTE FOR PUBLIC SERVICE and its agencies once again participated in the annual UT Day on the Hill in Nashville. Each year, UT's campuses and institutes set up displays at Legislative Plaza to showcase their work.

Executive directors or staff members each spent time at the IPS display,



and they were joined by Lewisburg Council Member Steve Thomas and Weakley County Mayor Jake Bynum. IPS Vice President Dr. Herb Byrd III and Assistant Vice Presidents Steve Thompson and Chuck Shoopman also staffed the display.

UT held a lunch for staff and legislators to end UT Day on the Hill. During the lunch, representatives and senators battled in a football toss competition that was coached by UT quarterback Josh Dobbs. [🔗](#)

MTAS RELEASES ITS 2016 Training Catalog

THE UT MUNICIPAL TECHNICAL ADVISORY SERVICE (MTAS) has released the 2016 MTAS Training Catalog for all classes and training programs for the upcoming year. This year's calendar has been upgraded and is now more user-friendly than ever before.

Topics include all the information a city needs in determining if they would like to host a Municipal Management Academy (MMA) or an Elected Officials Academy (EOA). For municipal employees who are interested in becoming a Certified Municipal Finance Officer (CMFO) this catalog has a list of all classes, locations and dates as well.

MTAS also included all new Municipal Administration Program (MAP) classes with the dates and locations of when and where these classes will be held. These classes can be used in obtaining a Tennessee Municipal Administration Certificate (TMAC).

Municipal Court Clerks can find conference dates and class schedules. Administrative Hearing Officers (AHO) can find out about upcoming training and continuing education dates. There are also listings of online classes for both programs that can be taken and applied to certificate programs or state training certifications.

Within the first week of being launched to municipal employees across the state, cities began registering their staff members for next year's professional development opportunities. According to MTAS Training Manager Dr. Macel Ely, the catalog was first introduced last year in order to assist municipal customers who liked the ability to plan their professional development opportunities before the New Year.

"As a lifelong learner, I have been impressed with the multitude of quality trainings provided to cities and towns at a reasonable

rate," said Patsy Fuller, Greeneville human resource director. "They are specific to local government, which provides us subject related materials that a private company cannot offer. The professionals at MTAS have a background in government careers. Thanks MTAS!!!"

To find out more about the 2016 MTAS



Training Catalog visit: http://mtas.tennessee.edu/Training/Catalog/MTAS-TrainingCatalog_2016.pdf

If you have any questions please contact Doug Brown at (865) 974-9140 or doug.brown@tennessee.edu.

This year UT Municipal Technical Advisory Service (MTAS) will be adding more than a dozen online courses offering financial credit.



Catalog CONT.

The following courses that offer financial credit will be available beginning March 1:

- The Income Statement
- Introduction to Auditing
- Auditing the Revenue Cycle
- Capital Budgeting: Capital Allocation
- Capital Budgeting:
Net Present Value and Internal Rate of Return
- Capital Budgeting:
Discounted Payback Period and Profitability Index
- The Accounting Equation and Financial Statements
- Thinking Like a CFO: Mind-set and Financial Priorities
- The Cash Flow Statement
- The Balance Sheet

Other courses that will be available online in 2016 include:

- Records Management
- Financial Fraud – White Collar Crime in Government
- Municipal Legislative Updates 2016
- Planning and Zoning (various topics)
- Financial Management (Handling Payments)
- Cyber Security
- Business Tax Administration
- Introductory to Tennessee Planning:
Basics for Every Planning Commissioner

One new feature of online training offered by MTAS this year will include free mini-presentations that feature hot topics relevant to cities. “City Bytes” will be coming soon - the first topic is Open Records and will be presented by MTAS Legal Consultant Elisha Hodge.

To access online courses and see a complete listing visit the MTAS website at <http://online.mtas.tennessee.edu>. If you have any questions contact Cyndy Edmonds, Online Training Specialist at cedmonds@tennessee.edu. [🔗](#)



DURING NOVEMBER AND DECEMBER, the Institute for Public Service packed up and moved into its new facility at 1610 University Avenue.

The Municipal Technical Advisory Service (MTAS) occupies the first floor of the building, while IPS Administration and regional offices for the Center for Industrial Services (CIS) and the County Technical Assistance Service (CTAS) are located on the second floor. Several employees from UT Planned Giving also are on the second floor.

Early in December UT President Dr. Joe DiPietro, Executive Vice President Dr. David Millhorn and Executive Assistant to the President Dr. Keith Carver visited with employees at the new facility and received a



PHOTOS BY ADAM BRIMER, UT SYSTEM

tour from IPS Vice President Dr. Herb Byrd. In early 2016, IPS held an open house for all UT employees.

During the UT open house, MTAS dedicated the Robert H. Watson Jr. Research and Information Center, named for the late Knoxville attorney who worked closely with the Tennessee Municipal League's Risk Management Pool. Executive Director Dawn Crawford and the Pool made a gift to MTAS to name the library in Watson's name. Crawford and Watson's widow Pat took part in the dedication ceremony during the open house. 🔗



Jim Thomas, Executive Director, UT Municipal Technical Advisory Service; Dawn Crawford, President, Tennessee Municipal League Risk Management Pool; Pat Watson, wife of Robert H. Watson, Jr.; Dr. Herb Byrd, Vice President, at the MTAS dedication of the Robert H. Watson Jr. Research and Information Center.



Crime Scene Investigators

COMPLETE **SESSION XL** OF **NFA**

IN 14 YEARS, more than 700 crime scene investigators have completed the UT Law Enforcement Innovation Center's National Forensic Academy (NFA); and 27 more added their names and department patches to the walls as they concluded Session XL (40) in February.

The 27 investigators came from around the country for 10 weeks of training with the prestigious academy. The Tennessee Bureau of Investigation sent 12 agents through the training.

TBI Director Mark Gwyn said he has sent close to 80 of his agents to the NFA to-date and would like all of his agents to complete the training.

"When I started my career, I was not equipped to handle my first crime scene. After I became familiar with the NFA, I said I want all of our agents to attend this training," Gwyn told the graduates and their families. "Many times you are the last hope for these victims and their families."

Class member Frank Ragains from the Metro Nashville Police Department was awarded the Dr. William Bass Award for his achievements during the training. James

Scarbro with the TBI was selected as the Class Leader during Session XL. [🔗](#)

SESSION XL MEMBERS

BRIDGET BRAGGS-EDWARDS, TBI
 DAVID BROWN, TBI
 NICHOLAS BROWN, TBI
 ZACHARY BURKHART, TBI
 JOSHUA CARTER, TBI
 STUART COLWELL, TENNESSEE DISTRICT ATTORNEY GENERAL
 JONATHAN GOMEZ, KNOXVILLE POLICE DEPARTMENT
 CLAY GORET, NEW MEXICO STATE POLICE
 JOHN HANNON, TBI
 TIMOTHY HELMER, NORTH DAKOTA BUREAU OF CRIMINAL INVESTIGATION
 STEVE JACKSON, DEARBORN COUNTY (IND.) SHERIFF'S OFFICE
 STEVEN KENNARD, TBI
 THOMAS KNOLTON, MADISON COUNTY (TENN.) SHERIFF'S OFFICE
 MICHAEL PARSON, TBI
 FRANK RAGAINS, METRO NASHVILLE POLICE DEPARTMENT
 CHRISTOPHER RAMAGE, TBI
 RYAN ROGERS, MARYVILLE POLICE DEPARTMENT
 JAMES SCARBRO, TBI
 ANDREW SMITH, MADISON COUNTY (TENN.) SHERIFF'S OFFICE
 AMBER SNAVELY, DULUTH (GA.) POLICE DEPARTMENT
 DAVID SOTO, EL PASO (TEXAS) POLICE DEPARTMENT
 VALERIE TROUTT, TBI
 JAMES URQUIDI, SOCORRO (TEXAS) POLICE DEPARTMENT
 PHILIP VARGAS, NEW MEXICO STATE POLICE
 STEPHEN WALLEN, LAFOLLETTE (TENN.) POLICE DEPARTMENT
 ROBERT WHITAKER, HENDERSON COUNTY (N.C.) SHERIFF'S OFFICE
 ZACHARY WILSON, TBI

MTAS DELIVERS MUNICIPAL COURT CLERK CLASSES



THE UT MUNICIPAL TECHNICAL ADVISORY SERVICE (MTAS) recently offered a Municipal Court Clerk class statewide for court clerks, city recorders and other municipal officials and staff.

This training session covered many topics from clerk rules and court duties to court fines, collection of fees, and records retention. The latest rules and regulations were given to keep all court personnel up to date on legislative changes.

This course was facilitated by MTAS Legal Consultant Melissa Ashburn and MTAS Police Consultant Rex Barton, who are experts in the field of Municipal Courts. Sessions were held in seven cities across the state consisting of Smyrna, Cookeville, Knoxville, Collegedale, Johnson City, Bartlett and Jackson.

These classes proved to be very helpful to those new in a municipal court clerk position. From the Collegedale class a new clerk said, “I am a new clerk so this class was a great beginning class for me,” and from the Jackson class a clerk said, “I’m a new clerk so hearing the things I should be doing that I’m not currently doing were very helpful.”

This class was definitely not for newcomers only. As Marian Sandidge of Mount Carmel said “I have taken this class every year except once since 2004 and I always leave learning something new.”

The Municipal Court Clerk classes were well received by all attendees. This class will be offered again in the fall of 2016. For more information visit

mtas.tennessee.edu. 

IPS LETTERS

To: Gary Hayes, CTAS

My name is Ruthie Potter and I work in the Clerk and Masters Office in Cumberland County for Sue Tollett. I wanted you to know that you have a fantastic employee in **Ben Rodgers**. For the last month I have been searching for a Probate Guide book and have had no luck at all. I was finally given Ben’s name and email address and told that he may be able to help me.

When I first emailed Ben, he told me that he would see what he could do and be in touch with me. Not long after that he brought me a copy of just what I needed. I am very impressed with him, his truthfulness and desire to help others and follow through with what he says. In this day and age we sure don’t get much of that.

I’m sure you already know what a great employee you have but I just felt the need to let you know how much he helped me and how efficiently it was done.

Ruthie Potter
Deputy Clerk, Cumberland County

To: Dr. Herb Byrd III

I wanted to take a moment to express my appreciation to the personnel that organized and executed the recent move to our new location. As a person that is used to dealing with chaotic situations, I can say your staff did an excellent job. The move was done with skill and coordination. I know many people helped in the move. I appreciate all of their efforts. I especially want to thank (Operations Manager) **Judie Martin** and (Graduate Assistant) **Daniel Estes** for overseeing the day-to-day operation. They both did a great job.

Charles Gluck
CIS Health and Safety Consultant

MTAS DELIVERS FRESH APPROACH TO LEADERSHIP IN TRAINING CITY OFFICIALS

AT THE END of every training course, the UT Municipal Technical Advisory Service (MTAS) distributes an evaluation to get participants' opinions or suggestions about the particular class they attended. One question asked is, "How Can We Improve This Course?" For the recent MTAS training course entitled Dynamics in Leadership, municipal customers across the state were unanimous in agreeing that the only improvement would be to do more trainings like this course. Participants claimed, 'This is the best class I've had all year ... It was engaging and refreshing!' Another participant wrote, 'It was very entertaining and very effective ... from the materials to the instruction everything was very informative.' Multiple comments included, 'This class was excellent. Best ever!'

During the month of December, when most people were turning their focus on their holiday plans, MTAS delivered its final leadership training course to four cities across Tennessee (Germantown, Jackson, Knoxville and Nashville). The target audience was intended for municipal employees who wanted to look at the multi-dimensions of leadership and how each might benefit both internal and external stakeholders. The course began with the typical lecture on defining the term of dynamic leadership, but after a few minutes there was nothing typical about the class. This hands-on class included both lecture and tabletop



Dr. Macel Ely teaches a leadership class for city employees.

exercises where participants were actively engaged in not only identifying varying approaches to leadership but integrating their methodologies in different scenarios.

Exercises included some unusual props to say the least—a book that needed to be reassembled, round projectiles that needed to travel a long distance and widgets that needed to be created under a strict time limit were among the hands on exercises demonstrated for participants. As teams were formed and



Vice President Dr. Herb Byrd III , Assistant Vice President Steve Thompson and Dr. James Frakes, Dean of Dyersburg State Community College tour the Jimmy Naifeh Center at Dyersburg State Community College with Tennessee Speaker Emeritus Jimmy Naifeh.



Assistant Vice President Chuck Shoopman, Vice President Dr. Herb Byrd III and Assistant Vice President Steve Thompson accepted the Level I interest award at the Tennessee Center for Performance Excellence's annual awards presentation in February. IPS was given the award for submitting a Level I application.



Employees with IPS Administration and IPS agencies MTAS and CTAS volunteered to read to children at Maynard Elementary in honor of Dr. Suess' birthday in early March. Armintha Loveday of MTAS dressed the part as she read The Cat in the Hat to students.

their leadership skills were challenged, participants were encouraged to identify best practices in interacting with fellow employees with each new challenge.

At the conclusion of the training, participants were encouraged to practice dynamic leadership in various types of settings and organizational cultures.

The course was facilitated by MTAS Training Manager, Dr. Macel Ely, and will be offered as a customized course for additional cities in 2016. 🔗



THE UNIVERSITY OF
TENNESSEE

INSTITUTE FOR PUBLIC SERVICE

1610 University Ave.
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**THURSDAY,
APRIL 28**

COMMUNITY BLOCK PARTY

5 - 7 P.M.
Rain-or-shine

- *Building tours*
- *Kids' activities*
- *Family-friendly*

1610 UNIVERSITY AVE.

Hotdogs + Drinks + Fun



*If interested in attending, Please RSVP by April 22 to
UTIPS2016@tennessee.edu*

Look for more information and updates on our Facebook page.