STRATEGIC PLAN
THE UNIVERSITY OF TENNESSEE
INSTITUTE FOR PUBLIC SERVICE
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MESSAGE FROM HERB BYRD III

Would you tell me, please, which way I ought to go from here?”

“That depends a good deal on where you want to get to,” said the Cat.

“I don’t much care where−” said Alice.

“Then it doesn’t matter which way you go,” said the Cat.

“−so long as I get SOMEWHERE,” Alice added as an explanation.

“Oh, you’re sure to do that,” said the Cat, “if you only walk long enough.”

(Alice’s Adventures in Wonderland, Chapter 6)

Many of you might have heard me say this more than once during our strategic planning process. Before we started the process, we didn’t have a clear path of where we wanted to go or how we were going to get there. Three planning retreats with our steering committee, combined with four listening sessions with you – our employees - led us along a road map that has taken us to our strategic plan.

In the following pages, you will read the mission, vision and values that became clear to our steering committee after receiving your valuable feedback. Our team arrived at this mission and vision with excitement and confidence. We know that the Institute for Public Service and its agencies have the knowledge, ability and dedication to assist organizations in helping Tennessee become and remain a global leader with thriving business and industry, efficient and effective government, and vibrant communities.
We reviewed and analyzed the thousands of comments we received from all of you. We saw recurring themes in certain areas that led to the development of our four main goals: to meet expanding customer needs, to deliver best-in-class education and technical assistance, to develop a diverse and highly skilled workforce and to communicate the impact, value and story of our institute.

This is a strong, workable plan that we all own. We hope every employee will take a role in implementing this plan whether it’s serving on a team, or asking your coworkers how you can participate. Just as you shared your input before we developed the plan, we encourage you to let us know what you think of it.

This strategic plan has the institute and its agencies poised to travel a well-thought out road into the future. Thank you for your participation and candidness in helping us chart this course.

Sincerely,

[Signature]

Dr. Herb Byrd III
About the UT Institute for Public Service

Through five distinct agencies, the Institute for Public Service serves as The University of Tennessee’s source for outreach to government, business and communities. IPS agencies provide technical consulting and training for state and local government, law enforcement and business. In an average year, the institute’s 140 statewide employees answer 23,000 requests for assistance; train 20,000 city, county and state employees, manufacturers and police personnel; and help Tennessee companies generate $600 million of economic impact that supports more than 12,000 jobs in Tennessee.

IPS Agencies

Center for Industrial Services (CIS):
www.cis.tennessee.edu

CIS helps companies and communities succeed, grow and create high quality jobs by providing consulting, training and connecting services across the state. Whether they want to improve productivity on the plant floor, comply with safety or environmental regulations, navigate the federal procurement process, introduce a new product, or improve economic development potential, CIS has the expertise to help businesses succeed.
**County Technical Assistance Service (CTAS):**
www.ctas.tennessee.edu

CTAS provides technical consulting and training to assist officials in all areas of county government operations – from transportation and solid waste issues to capital building project budgets and legal issues.

**Law Enforcement Innovation Center (LEIC):**
www.leic.tennessee.edu

LEIC improves capabilities of law enforcement personnel by providing training that improves the quality of policing. Using the nation’s best instructors and consultants, LEIC develops curricula for courses that they can deliver nationwide.

**Municipal Technical Advisory Service (MTAS):**
www.mtas.tennessee.edu

MTAS provides technical advice in municipal management to cities and towns across the state. MTAS provides this assistance with consultants who specialize in most areas of municipal operations.

**Naifeh Center for Effective Leadership:**
www.leadership.tennessee.edu

The Naifeh Center trains public service leaders at all levels – from emerging supervisors to experienced executives. Its training has helped hundreds of public service professionals improve their skills in creative leadership and managerial effectiveness.
In April 2016, the Institute for Public Service (IPS) embarked on a strategic planning process that took them through three planning retreats and four listening sessions across the state. The results of these meetings shaped the new strategic plan that will guide IPS and its agencies into the future.

A diverse group of employees appointed to a steering committee spearheaded the process starting with a planning retreat at Montgomery Bell State Park. Led by facilitator Mitch Owen of Mitchen Leadership and Organization Development and assisted by the Center for Industrial Services’ Martha Kelley, the committee became familiar with what the process would hold and what its roles would be. What followed was a whirlwind schedule of listening sessions in Jackson, Nashville and Oak Ridge. More than 300 IPS employees and stakeholders contributed their insights on various questions including what works well at IPS and what trends their organizations face in the next 10 years.

After collecting thousands of data points, the steering committee organized and analyzed them to chart the course for the institute over the next five years. With an official launch in March 2017, we will use these goals as the road map to take the institute and its agencies into the future:
• IPS Funding will Meet Expanding Customer Needs by 2022
• IPS Will Deliver Best-in-Class Customer-Focused Education and Technical Assistance
• We Will Develop a Diverse and Highly Skilled Workforce that Embodies the Values of Integrity, Accountability and Professionalism
• We will Communicate the Impact, Value and Story of IPS

These goals reflect the dedication, expertise and innovation of employees and stakeholders to maintain and strengthen the institute’s work with business and government across the state.
The thing that I’m looking forward to out of the strategic planning process is the results of what a bunch of talented people can do when focused on a specific mission for a noble cause. I think it’s just going to be a good thing for the Institute in terms of us accomplishing the mission and serving the people of the state of Tennessee.

// Jeff Lindsey

I was inspired by how we came together to work as one. Everyone’s focus was on promoting the institute as a whole.

// Susan Robertson

The planning process showed me how great the talent pool is within IPS and that thinking and working together achieves far greater results than the individual agencies trying to go it alone.

// Jim Thomas

I was inspired by an exercise where we envisioned IPS and the State of Tennessee in the future when our strategic plan is successfully implemented and achieved.

// Gail White
VISION STATEMENT

“We envision Tennessee as a global leader with thriving business and industry, efficient and effective government, and vibrant communities.”

MISSION STATEMENT

“We serve business and government to improve the lives of Tennesseans.”

VALUES STATEMENT

“At the Institute for Public Service we value people, diversity, relationships, integrity, and excellence.”
People // our greatest asset and the focus of our services.

- Expecting open and honest feedback within a safe and respectful environment;
- Supporting every individual’s ability to take ownership and make creative decisions with the freedom to fail;
- Supporting professional development; and
- Encouraging personal growth and a healthy life balance.

Diversity // enriches and strengthens us and the people and organizations we serve.

- Pledging ourselves to maintaining an environment that respects and reflects a diversity of cultures, experiences, and ideas;
- Valuing inclusion in organizations, programs, and work; and
- Acknowledging and honoring the fundamental value and dignity of all individuals.

Relationships // the foundation for superior service and positive influence.

- Knowing partnerships are critical to our success;
- Actively listening and speaking, seeking to understand;
- Working from a perspective of knowing and supporting others as individuals; and
- Celebrating our successes and the successes of others.

Integrity // protects, empowers, and unites us.

- Being transparent, honest and fair;
- Doing what is right;
- Upholding promises, commitments, and confidences; and
- Accepting responsibility for our words and actions,

Excellence // always striving for what ought to be.

- Striving to provide high-quality, timely, accurate information with creative and proven solutions;
- Taking measured risks to support unique solutions to problems;
- Focusing on continuously improving our services and performance - always seeking to positively improve our reputation;
- Paying attention to details while maintaining the complete perspective; and
- Meeting current issues and future trends to inspire innovation.
FINANCIAL STABILITY

Goal // IPS Funding will Meet Expanding Customer Needs by 2022

Financial uncertainty was a major theme expressed by employees and customers at the listening sessions. Concerns ranged from general economic uncertainty to specific sources of revenue to support IPS programs. A major strategic goal for IPS is “To ensure that IPS funding will meet expanding customer needs”.

Completion of the financial sustainability goal will allow IPS to have the people and other resources needed to successfully provide services to our customers.

Strategy:

• Evaluate growth-oriented and realistic 3-3-0 plan annually.
• Evaluate the need to reallocate resources annually.
• Incorporate 10-year analysis in proposed budget.

Micro-Goal // Prepare development plan by June 2017.
Strategy:

• Receive and adopt the development plan and establish campaign goals by the leadership team.
Micro-Goal // Implement an institute-wide development strategy by 2022. Strategy:

- Determine compelling funding needs annually for campaign goals and plans.
- Redesign web portal and publications for giving.
- Develop stories based on needs for campaign use.
- Partner with UT Foundation on development efforts.
- Identify donors.
- Establish five distinct campaigns.
- Endow positions.

Micro-Goal // Increase non-appropriation revenue by at least 5 percent annually by 2022. Strategy:

- Increase grant and contract revenue by increasing the number of awards and dollars received.
- Evaluate and implement diverse types of revenue.
The total involvement of leadership, staff and stakeholders demonstrated the commitment to inclusion of everyone in the direction for IPS.

// Don Green

The strategic planning process called for quite a bit of change in our organization and I was inspired by how much each of the persons involved in the process were open and willing to embrace that change, regardless of how long they have been an employee of UT.

// Adam Foote

I was inspired by the genuine inclusiveness of the process. Sometimes we claim a process is inclusive but it is a faux inclusiveness. This felt different, true, and very data driven. Also was impressed with the actual planning committee in how much time, energy, and active listening they demonstrated throughout the process. People felt they were heard.

// Martha Kelley
**Goal // Deliver Best-in-Class, Customer-Focused Education and Technical Assistance.**

The goal for the new programs strategic planning team is to deliver best-in-class, customer focused education and technical assistance. Quality and standardized training and technical assistance was a key theme that continued to be mentioned. The programs team analyzed the data to determine what actions and strategies had to be in place to achieve quality and success for the educational and technical assistance services.

Once the goal is achieved, the implementation teams will be able to accurately measure the quality and success of our education and technical assistance services.

**Micro-Goal // Utilize a learning management system (LMS) that meets customer needs by 2017. Strategy:**

- Define the specifications for a LMS and customer needs.
- Determine the viability of working with UT partners.
- Secure a contract with a vendor.
- Establish a project plan team for conversion and implementation.
- Fully deploy the new LMS.
- Add a specific question to training evaluations about the LMS user experience.

**Micro-Goal // Have a state-of-the-art education facility in each grand division of the state by 2020. Strategy:**

- Identify standards for a state-of-the-art facility.
- Identify multi-use purposes for the space.
- Inventory current training space.
- Renovate, rent and furnish space.
- Evaluate ways to fund training spaces.
Micro-Goal // Deliver the highest quality training and technical assistance. Strategy:

- Deploy a program development, delivery, evaluation and improvement model.

Micro-Goal // Subject matter experts (SME) are highly effective instructors and consultants based on annual performance evaluations. Strategy:

- Screen SMEs for proper credentials.
- SME demonstrates appropriate ongoing professional development.
- SMEs participate in the institute’s onboarding process.
- SMEs will participate in an annual train-the-trainer professional development session hosted by the institute.
- Utilize a SME evaluation form to audit performance annually.

Micro-Goal // IPS agencies effectively collaborate to solve statewide problems. Strategy:

- Cross-agency topical experts meet at least two times a year.
- Use annual work plans, financial plans and leadership team objectives to build in cross-agency collaboration objectives.
- Establish an IPS-wide advisory committee.
WORKFORCE

Goal // Develop a Diverse and Highly Skilled Workforce That Embodies the Values of Integrity, Accountability and Professionalism.

Micro-Goal // Establish professional development guidelines for the institute by June 2017. Strategy:

- Revise current procedures by developing professional development guidelines for new employees (0-3 years).
- Provide training opportunities for personal and professional growth that are available to all staff.
- Work with annual conference committee to identify opportunities for IPS-wide staff enrichment.
- All staff will have clear professional development objectives set with their supervisor and articulated in their annual performance review (APR).

Micro-Goal // Evaluate the APR process and report recommendations by 2020. Strategy:

- Create a benchmark study comparing different methods used to evaluate employees.
- Compile a report of findings and make recommendations to the IPS Leadership Team.
Micro-Goal // Develop a succession plan for all key positions by 2020. Strategy:

- Determine IPS key positions.
- Develop and use criteria for identifying the critical tasks and activities of key positions.
- Develop a short summary of the critical tasks and daily activities of key positions.
- Develop a standard operating procedure document for the critical tasks and activities.
- Develop an employment overlap program where a new employee filling a key position can join the employee leaving the organization for the final month of employment.

Micro-Goal // By 2022, increase the number of diverse hires to reflect the demographics of Tennessee. Strategy:

- Analyze current level of diversity within IPS.
- Develop a job search criterion that requires all known job websites for minorities be notified of any open positions.
- Utilize existing internship programs to help minority groups develop professional experience in public service.
- Incorporate diversity competencies into training programs.

Micro-Goal // Develop a career path for IPS job positions by 2020. Strategy:

- Develop an outline of all steps required to advance in selected job families at IPS.
- Develop a document stating the highest level of employment for selected job families at IPS.
- Inform IPS employees of career path criteria for IPS specific positions.
The strategic planning process for IPS allowed input from a lot of employees and customers to help guide the future of IPS.

// Judie Martin

I’m excited to see IPS implement goals that will have a lasting impact on the state of Tennessee.

// Emily Miller

I’ve been through many strategic planning initiatives, and this was one of the best. The process was highly participative and collaborative, and in my opinion, will increase synergy across IPS agencies and produce outstanding results for our customers and state.

// Paul Jennings

This process kept focus on the comments of staff and the needs of the customers.

// Keith Ridley
Goal // Communicate the Impact, Value and Story of IPS.

As the 2,400-plus comments offered by IPS stakeholders and employees were reviewed and considered, it became plainly obvious where an opportunity for improvement existed. IPS must purposefully work to better tell its story – who it is, where it is and what it does – and the work must begin immediately and effectively in order to benefit the institute and its stakeholders for the long term.

With successful achievement of this goal, IPS can expect a greater understanding of its work and impact on Tennesseans by its external stakeholders, the university community and its employees.

Micro-Goal // Consistent website look across agencies
Strategy:

• Develop a website style guide.
• Provide support and resources to agencies to assist with website updates.
• Comply with web accessibility guidelines.

Micro-Goal // Establish an overall external and system-wide marketing strategy.
Strategy:

• Engage an external consultant to review resources.
• Establish marketing budgets for each agency.
• Develop a marketing strategy.
• Identify tools to track marketing ROI.
• Educate employees in the value of sharing what we do with everyone else.
Micro-Goal // Getting the right message to the right people at the right time. Strategy:

- Properly segment customers.
- Regular reviews of website user experience.
- Evaluate current print and digital content, event presence and update where necessary.

Micro-Goal // Grow customer engagement via digital platforms. Strategy:

- Develop a digital strategy.
- Benchmark analytics for each digital platform.
- Set goals for engagement growth for each platform.
- Seek customer feedback of digital efforts on IPS survey.

Micro-Goal // Influence customer perception of IPS value. Strategy:

- Collect and promote the right data.
- Regularly promote IPS success stories.
- Evaluate customer perception of IPS.
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