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Spring 2019

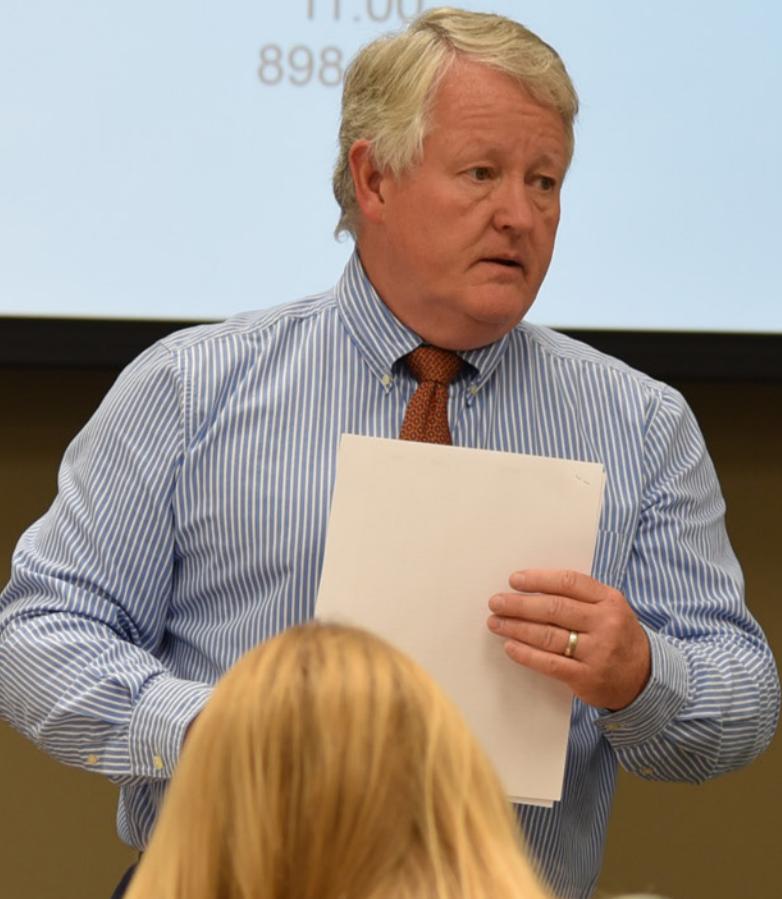
# IPSCONNECT

A Publication of The University of Tennessee Institute for Public Service



## IPS AGENCIES COLLABORATE TO EDUCATE EMERGENCY WORKERS

186.00 (Emplr-93.00+Emply-93.00)  
43.50 (Emplr-21.75+Emply-21.75)  
270.00 (Federal)  
247.50 (Match-172.50+Ret 5%-75.00)  
1,210.00 (City-1100.00+Emp-110.00)  
77.00 (City-56.00+Emp-21.00)  
11.00  
898



MTAS's Brad Harris teaches a Certified Municipal Finance Officer class



**COVER STORY | IPS Agencies Collaborate to Educate Emergency Workers**

**6**

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# A WORD FROM BYRD

Dr. Herb Byrd, III | Vice President of Public Service



Whether we call it technical assistance or consulting, we (IPS and our agencies) are in the education business!

Beginning with Senator Justin Morrell's 1862 vision for a college/university in every state, education has been seen as a way to improve everyday life. The brand of education in which we are engaged definitely makes life better.

Do you want to learn a new language? Do you need to develop stronger management and leadership skills? Does your municipal finance toolkit need an upgrade? Are you required to process a crime scene? Are you newly elected to a local government position and struggling to learn the office while on the job? Could your workplace benefit from LEAN manufacturing practices? If so, to borrow a phrase from our Center for Industrial Services Executive Director Paul Jennings, "We can help you with that!"

"What got you here won't get you there."  
Marshall Goldsmith

A culture of learning is more important than ever in any organization, and for every employee. Increased complexity, more time demands, ever-changing customer needs, growing diversity and global economies demand insight and knowledge growth. Julian King, in speaking of today's workforce observes that "Existing skills matter less than the ability to learn new ones."

"This is what learning is. You suddenly understand something you've understood all your life, but in a new way." Doris Lessing

Many barriers to education and learning exist. I still often hear the old adage about old dogs and new tricks. Long ago Mark Twain quipped that anyone who stops learning is old, regardless of biological age. Many of my friends these days claim that we are getting old. I still get excited when I learn new perspectives, new ways of doing things, ideas for better leadership, or insights into needs of today's workforce. We can take away one excuse, most of the learning opportunities we offer are scattered all over the state so anyone can be engaged close to home. Why, if need be, we'll even come to you!

"The improvement of understanding is for two ends: first our own increase of knowledge; secondly, to enable us to deliver that knowledge to others." John Locke

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**At IPS we're working hard to be lifelong learners because we believe in the power of education.**

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I'm proud of our IPS employees. Most have lots of experience in the field and area of expertise in which they serve. All work hard to make sure their skills and information shared are current and up-to-date with the current laws, best



**NFA students learn new techniques for investigating building fires.**

practices, and latest information available. We're also blessed with many stakeholders, partners, instructors and friends who help us teach, evaluate, and make recommendations when we can't be there or where we might not be the current expert.

Do you have a nagging issue, problem, need or potential growth opportunity related to business/industry, government, law enforcement, or language/culture that more education could address?

We are here, willing and able to help you with that!



Steve Cross, fire consultant with MTAS, talked to the group in the CIS Nashville office, plus 22 additional online participants, about the importance of having good industry EPCRA Tier II report data.

## IPS AGENCIES COLLABORATE TO EDUCATE EMERGENCY WORKERS

Industry representatives, emergency managers and first responders recently participated in a Middle Tennessee workshop to help industries and communities develop effective emergency plans to keep first responders safe. More than 35 participants attending the training hosted by the Center for Industrial Services (CIS), the Municipal Technical Advisory Service (MTAS) and the County Technical Assistance Service. This workshop was the first of many planned throughout 2019

In the morning session of this workshop, participants learned how to determine if they must file an Emergency Planning and Community Right-to-Know Act (EPCRA) Tier II report, how to gather and organize the information and how to file accurately. Tier II reports are used by the Tennessee Emergency Management Association (TEMA), county emergency managers, first responders, local emergency planning committees and others.

The afternoon session of this workshop provided participants with a better understanding of the importance of the state management planning details and first responders need for accurate and timely Tier II data.

# HAMILTON COUNTY SHERIFF'S LIEUTENANT LAUDS LEIC LEADERSHIP PROGRAM

After completing the Law Enforcement Innovation Center's (LEIC) Southeastern Command and Leadership Academy (SELA), Lieutenant John Hargis with the Hamilton County Sheriff's Department earned the leadership skills he needed to oversee one of the county's most elite investigation divisions.

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**"The SELA program is a coveted program for law enforcement professionals that not only teaches leadership principals, but it also inspires you to practice leadership at work and in your personal life,"**

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SELA is a five-week academy, targeted toward middle management. This academy focuses on themed lessons such as foundations of leadership/leading others, leadership skills, building external relationships, employee/internal matters and critical issues. SELA is funded under an agreement with the state of Tennessee Office of Criminal Justice Programs and overseen by LEIC Training Specialist Greg Coker. The curriculum is analyzed yearly to ensure relevancy and validation.

Hargis, an alumnus of the 2018 SELA program recently said that his time at SELA helped him achieve a lifelong professional goal. He said after his promotion to lieutenant, he was selected to attend SELA.

"The SELA program is a coveted program for law enforcement professionals that not only teaches leadership principals, but it also inspires you to practice leadership at work and in your personal life," he said. "SELA focuses on leadership, building relationships, networking, planning, organizing, and active listening. The LEIC first line leadership and advanced leadership classes, and the SELA program have proven to be the most important learning tools that I use in my career. Soon after my graduation from SELA, I was placed in the Security Operations section at the Hamilton County Jail leading a team of gang intelligence and security specialists. My group is the elite of my division, and I am proud to say that SELA truly gave me what I needed to reach this goal."

# LEADERSHIP ACADEMY GRADUATES FOURTH CLASS

*By Ehren Green | Training Specialist, NCEL*

Fourteen more Institute for Public Service employees recently became graduates of the IPS Leadership Academy. They made up the fourth class that has completed the academy since it began in 2010.

The participants, from every IPS agency, were honored for their work in honing their leadership skills at their graduation ceremony at Club LeConte in Knoxville where they heard from Interim University of Tennessee Knoxville Chancellor Wayne Davis and keynote speaker former UT Lady Vols Athletic Director Joan Cronan. The celebration concludes an extensive program by which the participants traveled throughout the state to hear from leaders from different organizations and industries to broaden their perspectives and develop their leadership talents.

Visiting all campus leaders of the UT System as well as meeting leaders from Fortune 500 Companies and local and state government, the participants reflected on their leadership journeys at the graduation ceremony.

The IPS Leadership Academy exists to prepare IPS employees to become more effective as leaders and to continue the legacy of providing quality public service to the citizens, businesses and communities of Tennessee.

The graduation ceremony was preceded by two final days of learning in Knoxville that included tours of the Law Enforcement Innovation center (LEIC) and its active shooter simulator, the Howard Baker Jr. Center for Public Policy and the UT Institute of Agriculture's School of Veterinary Medicine.

## GRADUATES FROM COHORT IV:

### **CIS**

George Aslinger  
Sherry Cooper-Duru

### **CTAS**

Kristy Godsey-Brown  
Chris Payne  
Ben Rodgers

### **IPS ADMINISTRATION**

Thad Grace  
Tomi Rogers

### **LEIC**

Greg Coker  
Jeff Lindsey

### **MTAS**

Elisha Hodge  
Gary Jaeckel  
Abb Oglesby  
Chris Shults

### **NCEL**

Trent Clagg

# INDUSTRIAL COUNCIL HEARS NEWS ON ECONOMIC OUTLOOKS



Dr. Matt Murray, associate director of the UT Boyd Center for Business and Economic Research recently spoke to the East Tennessee Industrial Council (ETIC) hosted by the Center for Industrial Services. ETIC is comprised of professionals involved in economic development in the East Tennessee region. The members of ETIC look forward to this timely meeting each year when Murray summarizes the annual Economic Report to the Governor. The discussion included an analysis of the U.S. economy as compared to Tennessee, and the much-anticipated economic outlook for Tennessee.

“The economy is in good shape and continues to expand, but job gains could slow as a result of a plateau, which has occurred throughout the country,” Murray said.

The Boyd Center, in cooperation with the state of Tennessee, publishes an annual report to the governor to provide the most current possible economic analysis to planners and decision makers in the public and private sectors.

## CIS CONSULTANT PRESENTS AT ADVANCED COMPOSITES MANUFACTURING MEETING

Advanced Composites Technical Consultant Danny Norman, with the Center for Industrial Services’ Manufacturing Extension Partnership, recently represented the Tennessee MEP at the Institute for Advanced Composites Manufacturing Innovation member meeting in Indianapolis. He demonstrated a scalable approach to engaging manufacturers in Tennessee and across the county in advanced composites.

The session titled Business Partner Discovery is a structured conversation to facilitate discussions among leaders inside and outside the composites industry with the goal of discovering common interests and partnership opportunities. The approach covers a broad range of technical and market topics to build connections between technical experts and business decision makers creating unexpected and exciting collaboration opportunities.

To find out more information about how to participate, please contact Norman at [danny.norman@tennessee.edu](mailto:danny.norman@tennessee.edu)

# Tennessee Certified Public Man

## GRADUATION AT OLD SUPREME COURT CHAMBER

*By Trent Clagg | Training Specialist, NCEL*



# Manager<sup>®</sup> (CPM) Hosts

**S**takeholders and participants gathered at the Tennessee Old Supreme Court Chamber in early January to celebrate the graduation of the first Tennessee Certified Public Manager (CPM program hosted by the Naifeh Center for Effective Leadership (NCEL).

Secretary of State Tre Hargett and Dr. Herb Byrd, vice president of the UT Institute for Public Service addressed the graduates and guests. Each graduate enjoyed the opportunity to walk across the Supreme Court Chamber to receive the highly coveted diploma indicating completion of the CPM program.

The CPM is a comprehensive management development program specifically designed to prepare managers for careers in federal, state, local government and in other organizations with a public purpose.

CPM is a nationally accredited management program and certification in which participants develop and strengthen their management skills through competency based curriculum and activities. The program can fill a training gap for staff with significant technical expertise who seek to further their knowledge of current management practices.

Program participants will be able to sharpen their personal and professional leadership styles and expand the knowledge and skills needed to manage and inspire positive change in their workplaces and communities. Participants meet for a total of 12 days over a period of 12 months. The competency-based instruction comprised of four modules include instructor-led class sessions as well as online coursework. During the modules, students complete a capstone project for their organization or agency before obtaining the public manager certification.

The National Certified Public Manager Consortium and its accreditation body has designated the Naifeh Center as the sole provider of the certification for the state of Tennessee. The University of Tennessee will now join the ranks of other universities across the country, including University of Georgia, Florida State, and Rutgers University, in providing the CPM program.

The Naifeh Center is experiencing much excitement from federal, state and local government agencies and their leaders in anticipation for the next two cohorts in Nashville and Knoxville.

For more information or to enroll in future cohorts, contact Naifeh Center Training Specialist **Trent Clagg**, [trent.clagg@tennessee.edu](mailto:trent.clagg@tennessee.edu) or visit [leadership.tennessee.edu/cpm](http://leadership.tennessee.edu/cpm).

# We Must Remember

*Elisha Hodge | MTAS Legal Consultant*

On a frigid morning in January, I found myself making coffee for a very distinguished older gentleman with an extremely thick accent. For those of you who know me, that might come as a surprise, because I do not drink coffee, know how to make coffee, and I strongly believe that if someone wants coffee, he or she should make his or her own. However, this was a task I was a happy to fumble my way through, because I was making coffee for Dr. Henry Fribourg. Fribourg was visiting 1610 University Avenue after being invited by the IPS Diversity Committee to talk with staff and educate us about not only his experience during the Holocaust, but the Holocaust in general. After all the technology was tested and everyone was in place, Fribourg and his wife Claudia were introduced, and he began telling us his story of tragedy, peril, escape and perseverance.

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[Fribourg] emphasized that it is critical that we “zakhor” or remember what happened in Europe between 1933 and 1945, not only to honor the memories of the millions of Jews, gypsies, mentally challenged, individuals who identified as LGBTQ+, clergy, blacks, Ukrainians, Polish, dissenters, and Jehovah’s Witnesses who were murdered by the Nazis, but to ensure that nothing like the “Ha’Shoah” ever happens again.

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Fribourg calls himself a “**Holocaust escapee**,” not a survivor. He and his immediate family escaped occupied France in 1942 and spent the next several years in Algeria and Cuba before immigrating to the United States in 1945. He explained the history leading up to the “Ha’Shoah” or “The Catastrophe” that we call the Holocaust. He then told a very detailed and intricate story of near tragedy and ultimate survival fit for a T.V. movie. When Fribourg was 11, he, his mother, who was pregnant at the time, his sister, and a hired driver set out in a borrowed car to escape into Spain. The gas tank in the car that they were in began to leak and his mother sent him out on foot to a nearby blacksmith. It was during this journey that he was spotted by a German pilot who used machine guns to fire on him. On the pilot’s third attempt at firing him, Fribourg threw himself into a ditch and the pilot gave up.

He also described an incident that occurred as he and his family were sailing from Algeria to Cuba. As they were sailing, a German submarine came out of the water and the soldiers on board stopped the ship that they were on for an inspection. After searching the ship that included several Jewish passengers for hours, the German soldiers returned to the submarine without any incident. According to Fribourg, they were searching for weapons, not people.

When asked how his family was able to manage financially during the occupation, he credited his father. He said that his father was a great mathematician who made several good investments prior to the occupation. When it was decided that the family would attempt to escape France, he said that his mother handed him a box wrapped in material and told him that no matter what, he was never to let the box leave his possession. According to Fribourg, the box became his constant companion. And while he never saw the actual contents in the box, he said that he knew that there were stocks and

bonds in the box that allowed his family to pay for clothes, food, transportation, housing and bribes until they reached the United States in 1945.

In addition to the struggle that Fribourg and his family faced in France and Europe during the occupation, he also shared the struggle that they faced in both Algeria and Cuba. While in Algeria, Fribourg was expelled from school for no reason other than the fact that he was Jewish. For years, Fribourg struggled with his disappointment over what occurred in Algeria and after writing to the French government on several occasions about how he was treated, he received a letter of apology from the Ministry of National Education in France, some 60 years after he was expelled from school. As for how Jewish people were treated in Cuba, he simply said, “they tolerated us,” because the Jews who came there had money to spend.

At the conclusion of his presentation, Fribourg shared how the tragedy that his family endured from 1940 until 1945 turned into triumph when they immigrated to the United States. However, he also emphasized that it is critical that we “**zakhor**” or remember what happened in Europe between 1933 and 1945, not only to honor the memories of the millions of Jews, gypsies, mentally challenged, individuals who identified as LGBTQ+, clergy, blacks, Ukrainians, Polish, dissenters, and Jehovah’s Witnesses who were murdered by the Nazis, but to ensure that nothing like the “Ha’Shoah” ever happens again.

Being in Fribourg’s presence and hearing him tell his story in his own words, reinforced for me the power of educating people through story-telling. I know that I will always “zakhor.”



Left to right: Elisha Hodge, Claudia Fribourg, Dr. Herb Byrd, Dr. Henry Fribourg

# MTAS AND LOCAL GOVERNMENT MANAGERS TEAM UP FOR UT CHATTANOOGA MPA CLASSES

The Fall 2018 semester at UT Chattanooga saw the addition of new finance and accounting classes in its master's of public administration program. The course was led by UT Knoxville master's in public policy and administration (MPPA) and Certified Municipal Finance Officer (CMFO) graduate Chris Acuff and was taught by a team of MTAS consultants. The course also included a class led by Collegedale City Manager Ted Rogers and Signal Mountain City Manager Boyd Veal.

The course is an abbreviated version of MTAS' CMFO curriculum, and students are eligible to sit for the 11 exams after completing the course. MTAS consultants Honna Rogers, Al Major, Brad Harris, Ralph Cross and John Grubbs each taught classes to the diverse group of students. MTAS has taught the class in the MPPA program at UT Knoxville for several years, but this is the first time it has been taught in Chattanooga.

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**This course now gives students the opportunity to learn about the most important topics related to financial management, including the personal experiences and real life situations each of the MTAS consultants have faced over the years.**

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Acuff, assistant professor in the UT Chattanooga department of political science public services said:

“The MPA program’s updated format for our budgeting and finance in public agencies course has been modeled after the successful course developed by Dr. David Folz and MTAS consultants at UT Knoxville. This new format not only gives students the valuable experience of working with budgetary and financial information from governments in Tennessee, it also allows them the opportunity to learn from MTAS consultants who all have years of experience in their respective fields.

As many who have worked in public service know, the budgeting process and dealing with financial matters can often seem daunting for new public managers. This course now gives students the opportunity to learn about the most important topics related to financial management, including the personal experiences and real life situations each of the MTAS consultants have faced over the years. After completing this course, the hope is that new MPA graduates will feel more comfortable and be better equipped to handle the challenges associated with financial management in both government and non-profit agencies.

Additionally, having city managers Ted Rodgers and Boyd Veal come in to speak with students was a great experience. They were able to engage the class with lively discussion and frank conversations about the challenges public administrators face, as well as offer advice on a host of topics that can help them in their careers.”

Acuff provided these additional comments from student evaluations:

- ... “the instructors who came in to teach were very enthusiastic about their respective material.”
- And another enjoyed the “versatility” of the course, “because of the different guest instructors.”

MTAS enjoys introducing students to the world of local government and being a part of building the next generation of local government leaders in Tennessee and beyond.

# NEED TRANSLATION, INTERPRETATION SERVICES?

The latest U.S. Census found that more than 5 percent of Tennesseans speak a language other than English. When it comes to communicating with those residents, the Tennessee Language Center (TLC) – the newest agency of the Institute for Public Service – provides a variety of services available to businesses and individuals.

TLC's foreign language program offers a wide variety of group or individual classes. They also offer quality translation and on-site and telephonic interpretation services. The center also certifies those who wish to teach English at home or abroad through its Teaching English as a Second Language program. They also teach introductory, beginning, intermediate or advanced English classes.

The center has celebrated a record number of interpretation requests, increased enrollment and the long-time service of Executive Director Janice Rodriguez. If you'd like custom language classes, interpretation or translation services in your area, contact [languagecenter@tennessee.edu](mailto:languagecenter@tennessee.edu).

## SERVICES

Translation Services

On-site and Telephonic Interpretation Services

Teach English Certification

Intro, Beginning, Intermediate and Advanced English classes



**5%**

of Tennesseans speak a language other than English



**UT** Tennessee Language Center  
INSTITUTE FOR PUBLIC SERVICE

# TENNESSEE CERTIFIED PUBLIC MANAGER (CPM) PROGRAM GAINS BENEFITS FOR PARTICIPANTS

After graduating its inaugural class in early January with 15 graduates from various federal, state, and local government offices, the Tennessee Certified Public Manager Program (CPM) continues to increase the ways in which it is positively impacting Tennesseans. Through a partnership with the University of Tennessee at Martin, CPM graduates can now earn up to six hours of college credit.

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**The UT Martin political science department feels those desiring a degree in public administration will be more empowered by incorporating the tools provided in the CPM program.**

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In late January, it was announced that UT Martin will offer the college credit toward its bachelor of arts or bachelor of science in political science with a concentration in public administration degree program for graduates of the CPM program. The UTM political science program is housed in the College of Business and Global Affairs.

“The University of Tennessee at Martin is very excited to partner with the Naifeh Center for Effective Leadership from the Institute for Public Service to provide six hours of college credit upon the completion of the new Certified Public Manager® program,” said UTM Chancellor Keith Carver. After reviewing the curriculum and observing the accreditation status of the CPM program, we feel confident this relationship will be beneficial to those seeking a college degree and those desiring to be better managers and public professionals. The UT Martin political science department feels those desiring a degree in public administration will be more empowered by incorporating the tools provided in the CPM program. We look forward to working with President Randy Boyd and his initiatives to bring Tennesseans together with better training and education.”

The Tennessee CPM program is one of the few leadership and professional development programs in the state of Tennessee that establishes cohorts of participants within various industries to learn from each other and broaden their perspectives.

To learn more, contact Trent Clagg at [tclagg@utk.edu](mailto:tclagg@utk.edu).

# NEWLY ELECTED LEGISLATOR WORKSHOP

The Naifeh Center for Effective Leadership, in partnership with the Howard H. Baker Jr. Center for Public Policy, recently hosted ten new members of the Tennessee General Assembly at a Newly Elected Legislator workshop.

The newly elected legislators sat through two and a half days of sessions as part of the workshop. They also attended a dinner at Neyland Stadium with Interim UT President Randy Boyd and the Volunteers' basketball game against Arkansas. Session topics included making the transition from the campaign trail to serving the public and how to work across party lines.



Some of the newly elected legislators toured the UT football locker room and posed for a photo with Interim President Randy Boyd and former Tennessee House Speaker Jimmy Naifeh.

# TGEI GRADUATES HEAR FROM FORMER PRESIDENT'S ASSISTANT

*By Will Porter, training specialist, NCEL*

At their recent graduation ceremony, the 53 participants of the 2018 Tennessee Government Executive Institute (TGEI) heard leadership lessons from Peggy Grande, the executive assistant to former President Ronald Reagan.

TGEI, a partnership between the Naifeh Center for Effective Leadership (NCEL) and the Tennessee Department of Human Resources (DOHR), promotes leadership and skill development of executive-level leaders within Tennessee state government. The 2018 graduating class included employees from various state agencies. The graduation ceremony was the culmination of months of hard work, collaboration, and learning experiences for the class.



Family members, guests and dignitaries joined TGEI graduates at the ceremony, which included a keynote address from Peggy Grande, executive assistant to the former president. Grande shared personal anecdotes, memories, and leadership observations gained while working for the former president. She shared her personal leadership principles and challenged the TGEI graduates to turn a “moment into momentum.” Grande attributed her own professional successes to having an intentional mindset that uses each moment and every opportunity to build momentum. She encouraged the graduates to invest in professional excellence and to embrace a leadership mindset as a way for their TGEI graduation to serve as a catalyst for future momentum and success.

Grande shared several examples of how President Reagan demonstrated strong leadership through simple, daily interactions. The former president taught her that a leader didn't have to choose between being strong and being kind. Grande witnessed President Reagan model kindness and authenticity in his interactions with political figures and world leaders as well as in his relationships with his staff. Grande credits President Reagan's ability to model joy, peace and calm in extremely stressful situations as allowing her to succeed and perform at her best, and likened a leader's response to a crisis as a true testament of his/her leadership strength. She challenged the TGEI participants to be leaders who invest in people and to model the behavior they want to see in their staff.

“It was fantastic to have Peggy as our TGEI Graduation Keynote Speaker,” said Ehren Green, NCEL training specialist and TGEI program lead. “She did a great job connecting with the TGEI participants and challenging them to be more and do more. She was very motivational.”

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## “moment into momentum.”

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Tommy Sneed, chief compliance officer and director of special investigations for the Tennessee Department of Revenue served as president of the 2018 TGEI Class. He reflected on the event saying, “Our graduation ceremony was a final moment for us to reflect on those experiences together and share in the support of inspiring Tennessee government leaders. I feel the celebration captured the spirit of our class. It was an unforgettable time.”



ESL to Go, a project managed by Tennessee Language Center brings the classroom to Nashville refugees. Find out more at [eslto go.org](http://eslto go.org)

