

**IPS Strategic Planning Micro-Goal Teams at Work**  
**Increasing non-appropriated revenues by at least 5 percent annually by 2022**

At the December 13, 2018 IPS Leadership Team meeting, the Micro-Goal Team focused on Increasing non-appropriated revenues by at least 5 percent annually by 2022 presented its recommendations. The team, consisting of Ehren Green of the Naifeh Center, Melisa Kelton of CTAS, Cesar Muedas of TLC, Keith Ridley of CIS, Rick Scarbrough of LEIC, Gail White of IPS Administration, Rick Whitehead of MTAS and Chuck Shoopman of IPS Administration, have been working several months to analyze trends of non-appropriated revenue sources for each IPS agency, review anticipated growth opportunities and to explore whether or not the existing 5% annual growth target should be changed.

The Micro-goal Team recommended that while it is conceivable that IPS organizations could exceed the current 5% annual growth rate of non-appropriated revenues during the FY16-FY22 period, the current language could be maintained because it does not suggest that our organizations should ONLY achieve a 5% growth rate. In short, that target is reasonable and attainable while not being restrictive. Dr. Byrd, Gail White and each IPS Agency Director will review the target for each agency each year to assure we have appropriate goals and are making progress toward achieving them.

The Micro-goal Team also recommended IPS agencies adopt a shared framework for forecasting IPS Customer Needs. This framework was developed by the team to provide a systematic approach within the Institute to document expected future customer needs and then align resources and capabilities to meet those needs. This simple framework provides a standard set of questions for each agency to answer within its routine operating practices without adding any additional requirements. The annual IPS Budgeting process affords a venue to review and adjust our alignment of fiscal resources to meet customer and organizational needs.

Finally, the Micro-goal Team recommended the adoption of previously crafted procedures for the strategic use of reserves that align with University of Tennessee policies. Within the procedure reserve balances are categorized and targets established to help assure the Institute has appropriate reserves when needed.

Each of the recommendations were adopted by the IPS Leadership Team and will be implemented as we move into 2019 and beyond. While this particular micro-goal team's work is completed, the continuing need to diversify revenue streams to support the delivery of services to our customers will not lessen. Funds generated through Grants and Contracts, Customer Fees, and Development income will allow IPS to build upon the support from our state and local government partners and provide greater impacts as we serve business and government to improve the lives of Tennesseans.