

BRIGHTER TENNESSEE



A Publication of the UT Institute for Public Service

[A DAY
in the life]





Students in LEIC's Collegiate NFA Program learn to identify and differentiate bones from multiples species. Learn more on page 18.

Brighter Tennessee is a publication of
The University of Tennessee
Institute for Public Service

ips.tennessee.edu
1610 University Avenue
Knoxville, TN 37921
Phone: (865) 974-6621
Fax: (865) 974-1528

Randy Boyd
President, UT System

Dr. Herb Byrd, III
Vice President of Public Service

All qualified applicants will receive equal consideration for employment and admission without regard to race, color, national origin, religion, sex, pregnancy, marital status, sexual orientation, gender identity, age, physical or mental disability, genetic information, veteran status, and parental status. In accordance with the requirements of Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, and the Americans with Disabilities Act of 1990, the University of Tennessee affirmatively states that it does not discriminate on the basis of race, sex, or disability in its education programs and activities, and this policy extends to employment by the university. Inquiries and charges of violation of Title VI (race, color, and national origin), Title IX (sex), Section 504 (disability), the ADA (disability), the Age Discrimination in Employment Act (age), sexual orientation, or veteran status should be directed to the Office of Equity and Diversity, 1840 Melrose Avenue, Knoxville, TN 37996-3560, telephone (865) 974-2498. Requests for accommodation of a disability should be directed to the ADA Coordinator at the Office of Equity and Diversity.

IPS01 • E13-0110-000-01-20

CONTENTS

Fall 2023

ON THE COVER

A Day in the Life Series

- 3** IPS Footprint Map
- 5** Keith McGee, Naifeh Center for Effective Leadership
- 6** Gordon Reed, Center for Industrial Services
- 7** Jeremy Kourvelas, SMART Initiative
- 9** Megan France, Law Enforcement Innovation Center
- 10** Chuck Downham, Municipal Technical Advisory Service
- 11** Erin Keafer, Tennessee Language Center
- 13** Gabe Looney, County Technical Advisory Service
- 14** Betsy Cunningham, Municipal Technical Advisory Service
- 15** Jessica Harris, Municipal Technical Advisory Service
- 16** Jim Hart, County Technical Advisory Service
- 17** Veronica Clark, Center for Industrial Services
- 18** Tim Schade, Law Enforcement Innovation Center

TRAINING NEWS

- 19** IPS Leadership Team Members Continue to Learn
- 21** UT LEIC Provides Five-Week Leadership Academy for the Memphis Police Department

A Word from

Dr. Byrd



Tennessee has 1,201 miles of interstate, 14,462 miles of state-maintained highways and a total of 96,187 miles of roadways within its borders, according to the Tennessee Department of Transportation. On any work day, many of our 186 employees traverse these 96,187 miles offering solutions to customers in state and local government, businesses, law enforcement and healthcare.

In the month of August, I was on the road for 16 days and travelled over 2,300 miles in Tennessee attending conferences and meeting with employees, customers and stakeholders. I think I have recently met every pothole on I-40, thus I'm grateful for all of the roadwork and highway improvements being completed in Tennessee.

In this issue of Brighter Tennessee, we want to give you a glimpse of what our employees do. We asked employees from each of our agencies and our SMART initiative to write a "Day in the Life" article to give you a snapshot of their roles and what they do to help customers across the state. I think you'll find it interesting to see the breadth of our work on a daily basis.

In addition, we job shadowed an HR consultant with the Municipal Technical Advisory Service and a jail management consultant with the County Technical Assistance Service. You can see those videos on our YouTube channel by looking for the QR codes inside this issue.

The Institute for Public Service mission involves providing statewide outreach to Tennessee's public service entities. Fulfilling that mission requires many hours on the road. Most employees work out of one of our 10 office locations across the state, but some have home duty stations because they are on the road the majority of work days.

To illustrate our statewide reach, we have mapped where our field consultants and trainers were on a specific day in August. Out of Tennessee's 95 counties and 345 cities, you just never know where you might interact with someone from the UT Institute for Public Service!

We certainly embody "Everywhere You Look, UT."



Dr. Herb Byrd III, Vice President



WE ARE UNDER CONSTRUCTION!

2023-2025

IPS STRATEGIC PLAN



FINANCIAL STABILITY

MARKETING & COMMUNICATIONS

PEOPLE

PROGRAMS



We're working together to create a better IPS!
Follow our progress as we work to reach major
goals at tiny.utk.edu/strategic-plan.

MISSION

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

VISION

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

VALUES

We value people, diversity, relationships, integrity, and excellence.

People: Our greatest asset and the focus of our services.

Diversity: Enriches and strengthens us, and the people and organizations we serve.

Relationships: The foundation for superior service and positive influence.

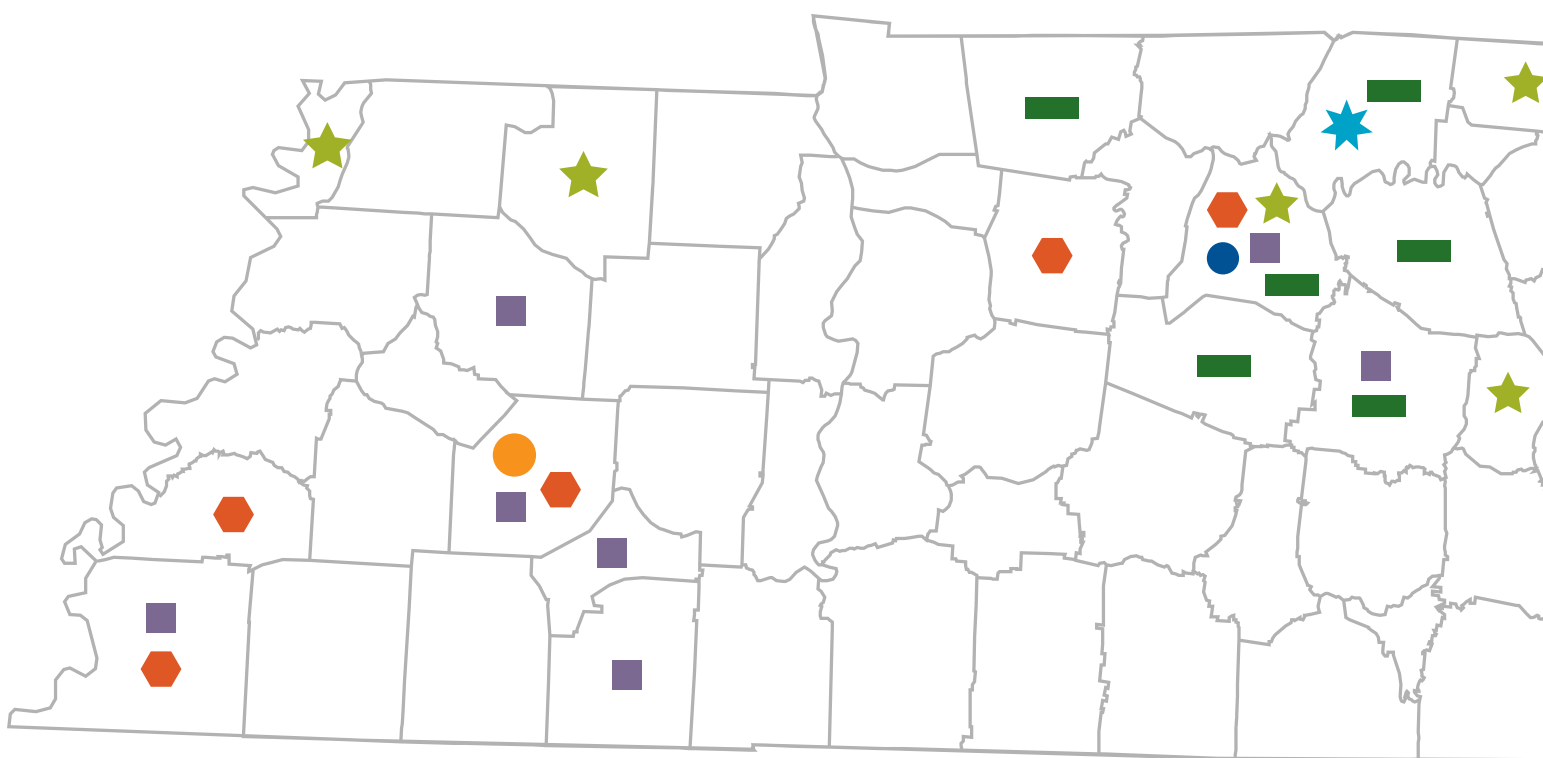
Integrity: Protects, empowers and unites us.


Excellence: Always striving or what ought to be.



You'll find

BORDER T



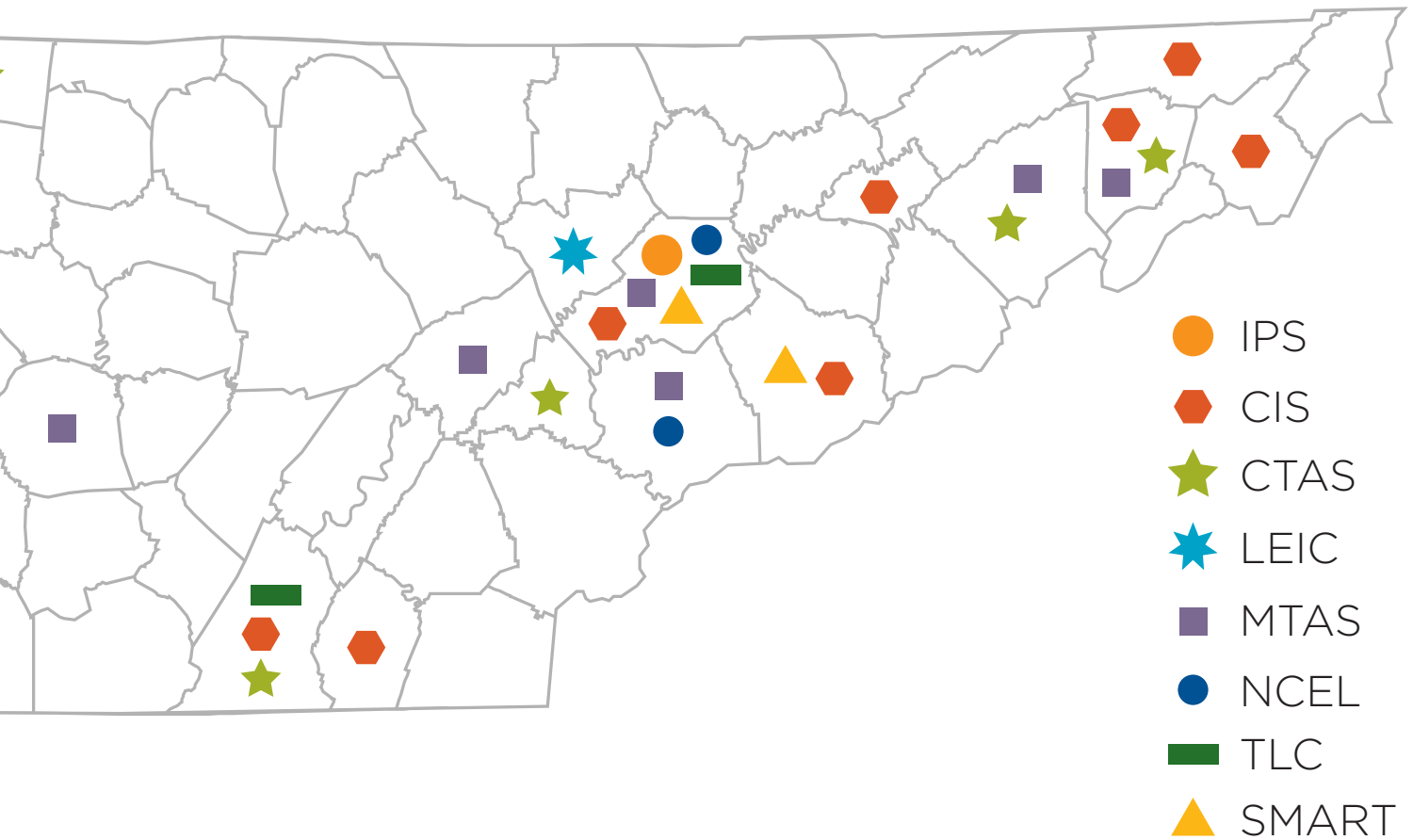
 In any given day of the year, you'll find Institute for Public Service employees working throughout the entire state. We took record of where everyone was on August 9, 2023, to illustrate our footprint on a single day.

On pages that follow, a handful of our employees share their experiences from a typical work day. We hope this gives you a brief glimpse at the vast array of services the institute offers, as well as the dedication of our employees.

and IPS

O B O R D E R

August 9, 2023





KEITH MCGEE

Training Specialist, Naifeh Center for Effective Leadership

In the 1970s, one of my mentors, Mrs. L.B. Snow, shared this phrase with me: “The biggest room in the world is the room for improvement.” This profound idea has shaped my desire to always be open to improvement daily. The Naifeh Center for Effective Leadership is one of those rooms of opportunity.

The typical day in the Naifeh Center for Effective Leadership is not like any professional space in America. It is a day that starts with perspective and purpose, regardless of the geographical location. As I conclude one assignment in East Tennessee, I am excited to share my gift in Middle Tennessee, and then two days later, possibly in West Tennessee.

At NCEL, each day I embrace a professional wheel that turns consistently in a positive direction toward growth. The wheel has at least seven arms that include research and documentation, customer needs assessments,

content preparation, global hospitality, presentation excellence, strategic evaluation and brand enhancement. Each of them aids in the creation of a professional product that continues to earn the respect and admiration of colleagues at every level. Each provides a piece to the professional branding I like to call Naifeh excellence. My goal each day is to create quality programs for each customer regardless of title, position or demographic, with measurable performance outcomes.

My day is filled with high energy and the desire to inspire performance excellence in each corner of the great state of Tennessee and beyond. Each day I focus on the principle that proper planning creates a platform for premium content in the presentation space. Each day brings a unique professional joy, and at some point, through my interaction with distinguished professionals, I get to share the world-class phrase of Chick-fil-A, “my pleasure.”



GORDON REED

Solutions Consultant, Center for Industrial Services

You may ask, "What is a solutions consultant?" First, we are not a sales manager, a sales engineer or a marketing manager. If we do our job correctly, we are a trusted advisor, a connector and solutions architect. In my career, I have held positions with various roles and levels of responsibilities with varying degrees of satisfaction. For me, no other position has provided the self-satisfaction as this role. To describe why this is, I need to step back and define the Center for Industrial Services (CIS) and my role.

CIS is an agency of the UT Institute of Public Service and houses several nationally known programs, including the NIST Manufacturing Extension Partnership, EDA University Center, Tennessee APEX Accelerator and OSHA Training Institute. As a solutions consultant, it is my role to represent these groups within Tennessee manufacturing communities. Our reason for existence is to help Tennessee manufacturers achieve their goals. It is my job to help clients determine what the root cause(s) of their biggest headaches are and help define solutions to correct the root cause, not just apply the latest buzzword application as a Band-Aid.

As part of our Tennessee Manufacturing Extension Partnership, I work with large, multinational

corporations with large corporate staffs to small, family-owned shops where the owner wears several hats. I help each of them in different ways. With the large corporation, we may provide training to their vendor base or be an independent auditor for internal processes, and for the small shop, we are the corporate staff to help improve or implement new processes and systems. My role is to understand the issue a client wants to address and connect them with the proper resource to resolve the issue.

On any given day, I may take part in a working session with local, regional or state economic development organizations; work with a university, community college, or Tennessee College Applied Technology to provide complementary services for their outreach programs; or visit, listen and help develop programs at manufacturing clients to improve operations, expand capabilities, improve employee engagement and maintain a safe work environment. As a solutions consultant, no two days are alike. CIS works with companies large and small, serving multiple industries with various levels of capabilities. My satisfaction is derived from the knowledge that our projects not only help companies achieve their goals, but directly affect the lives of Tennesseans.



JEREMY KOURVELAS


Program Coordinator, SMART Initiative

As program coordinator for the Substance Misuse and Addiction Resource of Tennessee (SMART) Initiative, my day can have as much variability as the drug supply does. In other words, it somehow always manages to change, right when it seems to settle into a pattern.

There might also be days where I attend conferences or meet with county or municipal officials and stakeholders. I might head out to Claiborne or another rural county to help a prevention coalition run an event on Overdose Awareness Day, or make a similar trip to interview the executive director of a non-profit for the SMART Policy Podcast. Sometimes, we might even grab lunch with a mayor or coffee with another elected official.

But some tasks always come back with great regularity and have already come to serve as a nice backbone to my sometimes unpredictable job. Almost every morning starts with a cup of coffee and a search through local, national and even global news. Overdose deaths, big drug busts by Tennessee authorities, deep dives into trends like cartel-synthesized fentanyl smuggling or xylazine contamination rising in the Southeast; there is almost always an important story worth tracking, studying and sharing.

Research usually follows: the Centers for Disease Control (CDC), National Institute on Drug Abuse (NIDA), the National Alliance on Mental Illness (NAMI), the Substance Abuse and Mental Health Services Association (SAMSHA), and dozens of other organizations and



medical journals are publishing groundbreaking research all the time, and it is paramount that SMART stay informed of all the latest data. The scientific, medical, legal and policy landscape is constantly changing, especially in this field. In the last year alone, laws and policies affecting telehealth, whether or not a person can be arrested following an overdose, physician licensing for the crucial medication buprenorphine, naloxone (now available over the counter), TennCare prior authorizations, opioid abatement settlements, and numerous other aspects of this crisis have seen significant changes, and some of our work from just the year before went out of date. An important part of my job is making sure that everything we say publicly reflects the very latest data and trends so we can continue to be the go-to resource for Tennessee stakeholders and policymakers.

And speaking of opioid abatement settlements, this has become one of the biggest priorities. County mayors, non-profit organizations, prevention coalitions, sheriffs, treatment providers and others are increasingly turning to us for help understanding the flow of money and how they can apply for funding. Related to this, a good chunk of my time lately has been going through resumes and conducting interviews with the search committee of the applicants for our regional consultant positions so that we can better serve these customers and extend our reach.

This is by far the best job I have ever had. It has just enough variability to keep me motivated, but a strong rhythm that helps me stay focused, and an integral part of making all of this happen is the vibrant culture at IPS.

DID YOU KNOW?

The Substance Misuse and Addiction Resource for Tennessee (SMART) Initiative guides community leaders in implementing evidence-based, cost-effective strategies that mitigate damage from substance use disorder and the opioid epidemic.

SMART, through its policy network, periodically publishes research findings, data and best practices in the form of policy briefs. You can receive the briefs by joining SMART's mailing list. Visit smart.tennessee.edu for more information.

You can also find out more about the statewide initiative by following them on Facebook, LinkedIn, Twitter and Instagram, or by listening to their podcast available on Spotify, Apple and all podcast platforms.



MEGAN FRANCE

Training Specialist, Law Enforcement Innovation Center

I am in the office early returning emails from police departments and sheriff's offices. Some contacts want information on hosting a course. Others want to get their personnel registered for a class. I coordinate with LEIC's administrative specialist on scheduling another class and last-minute registrations. A new class flyer has been announced on Facebook and will be sent to surrounding agencies in between tweaking class presentations.

Next, I send emails reminding students to complete online assessments, followed by more telephone calls. In a week, I'll be in a hotel room doing all the above before leaving to instruct a leadership class.

On day one, I am at the venue early to double-check my previous day's setup, making sure the classroom

is perfect, and I greet each participant as they arrive. The class begins with strong introduction to grab the participants' attention and set the tone for our journey together. Interactive topical presentations follow. My goal: keeping the participants engaged while providing solid instruction during our time together.

I work hard to share wisdom gained from over a decade of instructing law enforcement officers worldwide. I strive to make my delivery relatable to the day-to-day duties of the students. A primary tenet developed over many years as an instructor is that my dedication to my student does not end when the class does. I will always follow up with a "buddy check" to stress resiliency, to advise of future classes, or to send a timely article on a relevant topic.



CHUCK DOWNHAM

*Municipal Management Consultant,
Municipal Technical Advisory Service*

As an MTAS municipal management consultant, each day I work with an exceptional team of consultants, managers and support staff to meet the mission of MTAS, which is to assist Tennessee municipalities as they improve the lives of those they serve. My service area is southern Middle Tennessee where I work with 41 municipalities of all shapes and sizes, ranging from Murfreesboro to Normandy, with a geography that spans 13 counties.

I begin a typical day by reaching out to other MTAS consultants and municipal officials regarding ongoing projects and open requests. Many of the municipalities that I serve initiate requests with me either by phone or email, so I devote time throughout the day for correspondence and calls with municipal officials while also working on a variety of longer duration projects. My day may also include in-person and virtual meetings with municipalities I'm working with in East or West Tennessee.

It's great working at MTAS, as there are no two days alike! Each day has a variety of work, both in the office and in the field, where I meet with municipal officials to talk about their needs as well as attending board and commission meetings during the day and evening. An example of some of my daily work includes projects, such as conducting a comprehensive management review for a planning and codes department within a municipality, or working closely with a city manager or mayor to facilitate the preparation of a strategic plan.

Each MTAS consultant works on various special projects throughout the year. One of the more unique

projects I have been working on with our MTAS finance and accounting consultants is an initiative to develop a toolkit of guidelines and templates to assist municipalities in preparing a capital improvement plan. Small municipalities will use the toolkit to create a capital improvement plan, which serves as a long-range planning tool to better manage programming and funding of capital projects.

Often my day will include working with consultants from across the MTAS team to respond to requests from municipalities. For example, working with MTAS Legal Consultant Elisha Hodge, we conducted a comprehensive review of a town charter and made recommendations for revisions, which were unanimously approved by the governing body. Another example of this collaborative work is developing an explanation of actions to be taken by a municipality to reallocate sales tax to county school system following a county-wide referendum to increase sale tax.

Our consultant team works fluidly with one another to respond to requests, whether it be an issue involving finance or human resources, legal, public works, utilities or even developing a customized training. Its seamless and comprehensive as we work together each day.

At the end of each day, I reflect on the tasks accomplished, the teamwork it took to get there and the privilege of serving municipalities throughout Tennessee. I look forward to the new challenges that the next day will bring!



ERIN KEAFER

*Assistant Director of English Programs,
Tennessee Language Center*

6:30 a.m.

I wake up and do an exercise video. If I don't exercise in the morning, I usually run out of time in the evening. After exercising, I get ready while listening to a podcast.

8:00 a.m.

I make myself a matcha latte at my house. While packing up my work supplies and quickly picking up the kitchen, I glance at my email to make sure that I haven't gotten any urgent emails.

8:30 a.m.

It's a usual Tuesday morning, so I head to my weekly visit at Catholic Charities, a refugee resettlement agency in Nashville, to meet their newest clients who have just arrived in the U.S.

9:00 a.m.

After arriving at Catholic Charities, I get set up to assess their English proficiency levels with a test. Today, I will be testing four students who speak Oromo, Somali or Pashto. To make sure that the lower-level English speakers



understand all my instructions, I use my cell phone to dial up TLC's telephonic interpretation service.

After assessing everyone's level, I discuss their class options with them, and we work together to practice Zoom if needed. I juggle texts and emails from teachers and students between talking with these students.

11:00 a.m.

Next up is picking up lunch and heading back to the TLC office to get some tablets to deliver this afternoon to virtual English students. We still have some classes in person, but being able to offer virtual classes has helped so many students attend classes since they do not have transportation when they first arrive. TLC has a few tablet computers that we can lend to students. If a teacher or student lets me know that the student has vision issues or problems with their phone, I will offer to lend them a tablet. I answer some emails and respond to a few texts from teachers.

12:30 p.m.

Our English Programs team meets every Tuesday. We are a small team of three people, but it's important to have a steady check-in time to keep us all on track.

1:30 p.m.

I head out to make my tablet deliveries. First up is Jalala, who speaks Swahili. After knocking on the door and

introducing myself as the English teacher who spoke with him on the phone, Jalala and I find a seat in his living room. I use TLC's telephonic interpretation again to talk with him about how to use Zoom and access his homework. Jalala is technologically savvy, so it's an easy lesson.

2:30 p.m.

After getting Jalala settled, I drive to another student's house and repeat the process, only this time in Dari. I use our interpretation line again. The student picks up using Zoom quickly, so I tell her that she seems like a fast learner. I remind her that she has my phone number and to let me know if her assigned class seems too easy for her.

3:15 p.m.

Next, I head to a student who is struggling with using Zoom for class. It had proven too difficult to explain over the phone, so I drive to his apartment to help him with it. Unfortunately, he has left the house for an errand. I talk with his family members about rescheduling the visit. They also ask me questions about their child catching the school bus. I deliver that concern to their caseworker, who promises to call them to explain. This is a common occurrence – I go to someone's house to help them with an English class, but then I end up helping them navigate some of their questions. Thankful to have caring caseworkers to call to help me with answers.

4:00 p.m.

I head home to finish my work day. I usually try to organize my day to avoid rush hour, but today it wasn't possible.

5:00 p.m.

Once I'm home, I respond to a few more emails and update the teachers on my visits with their students today. I add to my to-do list for the next day. Generally, I think of something during the evening that needs to be handled, so I'll email myself a reminder.

GABE LOONEY AAS, TMA

*Property Assessment Consultant,
County Technical Advisory Service*



As a property assessment consultant, I strive to be a trusted resource to officeholders as they make decisions in their day-to-day operations and work to stay in compliance with state regulations. Most of my conversations with property assessors revolve around classification and valuation of property and the historic growth we are seeing in the real estate market. If your county has completed a countywide reappraisal in the last few years, you are probably acutely aware that residential values have increased dramatically since 2020, and property assessors have been confronted with a unique challenge as they work to maintain equity among property owners. They find themselves uncomfortably wedged between the needs of their counties and the needs of their taxpayers.

If the reappraisals aren't challenging enough, Tennessee law also requires an equalization adjustment be applied to certain personal and public utility property types between reappraisals. For fiscal year 2022-2023, 38 counties had to deal with such an equalization adjustment. These adjustments always reduce assessed values and, in many cases, impact the growth dollars that local legislative bodies use to balance their budgets without increasing property taxes. This year a handful of jurisdictions had to raise taxes just to break even with last year's budget

appropriations. Not a fun position to be in as the cost of doing business seems to be increasing in all sectors.

Recently, I had the opportunity to assist a property assessor by explaining the impact of this adjustment to several county officials. It was a great day as I met with the county attorney, trustee and budget committee. Fortunately, this county had enough growth to cover the \$40 million dollars in assessed value they would not benefit from this year due to equalization. For the county attorney, the adjustment potentially reduces assessments and taxes of properties under appeal. For the trustee it reduces the state tax relief dollars that are provided to supplement property tax payments for the low-income elderly and veterans. For the budget committee, it reduces the growth dollars they hoped to spend next year.

By the end of the day, they were probably glad to see me go, but I carry great convictions when it comes to warning these officials about the assessment laws that can have negative effects on revenue dollars they are spending to run local programs and balance their budgets. I would rather they be discouraged with me and understand the impact of equalization than to suffer the consequences of not knowing. The good news is there are only 33 counties that will have an equalization adjustment in fiscal year 2023-2024!



BETSY CUNNINGHAM

HR Consultant, Municipal Technical Advisory Service

Betsy Cunningham, HR consultant with MTAS, can rarely be found in her office. For the most part, she's on the road across East Tennessee, visiting with the many HR managers and directors she assists.

Betsy traveled to visit several clients in Blount County on August 9. Scan the QR code to the right to see more of Betsy's consultations with the town of Louisville, city of Alcoa and city of Maryville.



Scan or visit tiny.utk.edu/betsy-day-in-the-life

JESSICA HARRIS

*Training and Development Coordinator,
Municipal Technical Advisory Service*



If you have attended an MTAS session in Middle or West Tennessee, there is a good chance we have met. Sometimes, I even make my way into East Tennessee. I enjoy traveling to our different facilities and getting to meet our customers face-to-face.

So, what does a training and development coordinator do?

Each day has the potential to be different. I could be traveling, updating student records, creating an Emma email to send out about upcoming trainings, producing training sessions, designing a flyer, answering phone calls and emails, working on projects for committees I serve on, or brainstorming ideas.

There are two aspects of my role. The first is what I describe as a party planner for training. If you have attended an in-person session, when you enter one of our training facilities, sign in and take your seat, you will see a notepad, pen, class materials and sometimes a fun swag item in front of you. You will also probably smell coffee, a necessity for those early morning classes, as well as some pastries and fruit. If you have ever had to plan an event, you know how much time and organization go into hosting a successful event.

The other aspect of my role is more behind the scenes. When MTAS hosts virtual training sessions, I watch chat, run the Q&A and take attendance. Once the session is over, I edit the recording and send it out to those who were registered. Having the recording available is a valuable resource for those who attended and those unable to attend but still want to learn about the topic.

One of my favorite things about my role is the ability to work with each MTAS training program and our consultants. This has given me the ability to sit in on a variety of training topics and gain valuable knowledge not only for myself but for our customers as well. This allows me to become a liaison of sorts to get our customers to the right person or provide them with the correct information.

At the end of each day, I am proud to look back at the people I set up for success, the knowledge I learned and the relationships I created. I believe this is critical for me to be successful in my role in serving Tennesseans.



JIM HART

*Field Services Manager & Jail Management Consultant,
County Technical Advisory Service*

Jim Hart did a walk-through of the Campbell County jail with Sheriff Wayne Barton. The walk-through was the second since Barton took office in September 2022, and the sheriff wanted Hart to see the changes they'd made at the jail. As director of field services and jail management consultant with the County Technical Assistance Service (CTAS), Hart advises sheriffs and jail administrators on best practices in correctional facilities.



Scan or visit tiny.utk.edu/jim-day-in-the-life





VERONICA CLARK

APEX Counselor, Center for Industrial Services

As an APEX counselor, every day is filled with diverse and exciting experiences. Today, I co-hosted the Transportation Opportunities Conference with Ashley Sanders, an APEX counselor from East Michigan. The conference is where small transportation firms connect with industry experts from organizations such as the U.S. Postal Service, Memphis Transit Authority, FEMA, Sysco, Michigan Department of Transportation and Tennessee Department of Transportation. Our goal was to accelerate success in the transportation industry.

Following a quick meal, I had a one-on-one session with "John" to explore his goals and work on his elevator pitch. His initial monologue was lengthy, so I emphasized brevity and provided him with the APEX Accelerator branded elevator pitch worksheet for future refinement. Moving forward, I discovered that John's capability

statement was filled with industry jargon, hindering clarity about his expertise. Seeking guidance from a Manufacturing Extension Partnership colleague, I equipped John with the APEX branded capability statement worksheet to improve communication of his skills. We set a follow-up meeting in two weeks to help him register in the System for Award Management.

After John's meeting, I met with "Alex," a service-disabled veteran, for a follow-up session. We discussed progress on his to-do list and explored how to find procurement opportunities on websites such as FPDS.gov and USAspending.gov.

Throughout the day, I diligently attended to client phone calls and emails. The dynamic nature of my role as an APEX counselor keeps me on my toes.



Collegiate National Forensic Academy students with Tim Schade (right) in a class on latent print development.

TIM SCHADE

Training Consultant, Law Enforcement Innovation Center

I started working full-time for the National Forensic Academy (NFA) in August 2017. Prior to that, I was an NFA instructor in crime scene management, latent print development and DNA. Currently, my focus is managing the National Forensic Academy and NFA Collegiate Program. With both of these programs, my colleague Jason Jones and I develop curriculum, acquire and manage subject matter experts, assist with housing,

administer assignments and testing, and handle any issues that might arise when 30 people come to Oak Ridge for cutting-edge forensic training.

Jason and I also manage LEIC's outdoor facilities, including bloodstain rooms, a shooting reconstruction area, a section for explosive devices and an area for buried human remains.



IPS LEADERSHIP TEAM MEMBERS

Continue to Learn

As an organization under the University of Tennessee umbrella, the Institute for Public Service (IPS) values education and professional development for all of its employees, and the members of the IPS leadership team are no exception.

To-date, six members of the leadership team have completed the UT Executive Leadership Institute to cultivate their leadership skills. The UT Executive Leadership Institute was established five years ago to develop the leadership knowledge of those holding executive positions within the UT System or those who show high potential for succession to an executive position.

“Leadership development is important for many reasons. For me, it is a lifetime journey in learning and discovery. Not only is it important for learning new skills and growing in leadership capacity (that should be the minimum result), but hopefully, such development also helps to improve the organizational culture and overall performance of the groups we get the privilege to serve each day,” said Macel Ely, director of organizational improvement for the institute. “I was given the awesome opportunity to participate in the inaugural ELI program, and I found it most helpful. It provided me a greater understanding and appreciation for the entire UT enterprise. It also offered me additional tools to grow in my own leadership journey. I’m forever grateful for that opportunity.”

Ely was a member of the ELI class of 2019, Municipal Technical Advisory Service Executive Director Margaret Norris and Law Enforcement Innovation Center Executive Director Rick Scarbrough were among the class of 2020, IPS Communications Manager Susan Robertson completed the class of 2022 and completing the class of 2023 were Center for Industrial Services Executive Director Paul Jennings and County Technical Assistance Service Executive Director Jon Walden.

“The Executive Leadership Institute (ELI) was and is a valuable resource in my leadership journey,” Walden said. “This program has excellent value in that leadership in high education should be approached from an enterprise mindset, especially at a state institution where it’s essential to understand how each of the campuses and institutes works independently and collectively. I would encourage every leader to continue to improve on this leadership journey and, if given the opportunity, to be a part of ELI. It will be an experience of a lifetime.”

Norris concurred that leadership development is a journey where continuous education is necessary.

“Leadership must be practiced, and honed, and crafted,” she said. “Once a particular skill is learned, you must continue to develop it to strengthen and improve your skills.”



By Jeff Lindsey
Training Specialist, LEIC

UT LEIC PROVIDES FIVE-WEEK LEADERSHIP ACADEMY *for the Memphis Police Department*

Over a five-week period from March to June 2023, the UT Law Enforcement Innovation Center (LEIC) provided a customized leadership development program for the Memphis Police Department (MPD).

A cohort of 25 hand-picked MPD lieutenants and majors gathered at MPD's training facility for day one of Memphis Police Leadership Academy (MPLA) on March 20. When the cohort graduated on June 16, they had journeyed through a dynamic program that exposed them to nationally renowned leadership development experts and facilitated their growth as organizational leaders.

Along the way, class members took several personal assessments that provided them with feedback on their current leadership strengths and growth areas. These events were complemented by individualized projects designed to challenge the participants to be better strategic thinkers and problem solvers.

The MPLA grew out of discussions early in 2023 between Memphis Police Chief Cerelyn "C. J." Davis and LEIC Executive Director Rick Scarbrough about ways the LEIC could support MPD in its efforts to further develop its leaders. Once the course was charted, retired Tennessee Highway Patrol (THP) Colonel Dereck Stewart took the helm. Stewart spent 33-years with the THP and rose through the ranks to lead the agency as its first African-American colonel. He assembled a cadre of accomplished leadership topic presenters and facilitators and also shared with the cohort wisdom garnered from his decades of public service.

Stewart joined the LEIC as a training specialist after his retirement from the THP in 2020. At the conclusion of the MPLA, Stewart noted, "I really enjoyed the five-week leadership journey that we experienced with the Memphis Police Leadership Academy. These leaders started this process eager to learn and exited the process eager to lead.

I am truly proud of these 25 leaders and look forward to their future successes.”

A highlight of the MPLA was the Chiefs’ Leadership Roundtable held the day before graduation. At the Roundtable, Chief Davis was joined by Dallas Police Chief Eddie Garcia and retired Phoenix Police Chief Jeri Williams. All three chiefs have been trailblazers in the law enforcement profession. The chiefs advised the class to increase their leadership capacity through life-long learning and multi-dimensional development and self-care. Williams was the keynote speaker for the graduation and charged the graduates to build upon their investment in the MPLA to be bold and impactful leaders.

“I am excited about the recent partnership and collaboration with the University of Tennessee’s Law Enforcement Innovation Center in delivering a law enforcement leadership training program for the Memphis Police Department,” Davis said. “Our inaugural Memphis Police Leadership Academy class of 25 graduates has gained invaluable leadership competencies that will enable them to lead our organization well into the future.” Scarbrough added, “LEIC looks forward to continuing our partnership with the Memphis Police Department, as well as our other statewide partners, in our mission to deliver leading-edge leadership development training.”

UT Vice President of Public Service Herb Byrd III, also spoke at the graduation ceremony. “The inaugural session of the Memphis Police Department Leadership Academy is an example of the right program, with the right partners to address immediate and anticipated needs. Many participants and members of the command staff commented on the excellence and relevance of the training,” Byrd said. “Chief Davis was highly complimentary of Derrick Stewart, the LEIC staff, and subject-matter experts who taught. She also expressed confidence that the content and experience provided would further the MPD in achieving her stated goals. I’m grateful

to Chief Davis and the MPD for the partnership with LEIC and her investment in MPDs current and future leaders. Command staff and potential participants are already looking forward to getting the next cohort underway!”



Opposite page: Graduates of the 2023 Memphis Police Leadership Academy. Center with plaques (left to right): Colonel Dereck Stewart and Memphis Police Chief C.J. Davis.

Top photo: Diploma issued to graduates of the 2023 Memphis Police Leadership Academy.

Bottom photo: Chiefs participating in the 2023 Memphis Police Leadership Academy Roundtable. Left to Right: Dallas, Texas Police Chief Eddie Garcia; Memphis Tennessee Chief Cerelyn “C.J.” Davis; Retired Phoenix, Arizona Police Chief Jeri Williams.



INSTITUTE
for PUBLIC
SERVICE

1610 University Avenue
Knoxville, TN 37921

FIRST CLASS
U.S. POSTAGE
PAID
PERMIT #481
KNOXVILLE, TN

In Touch with **TENNESSEE**

Listen to In Touch with Tennessee, the podcast of the UT Institute for Public Service.

Through interviews with our expert consultants and trainers who advise Tennessee's state and local governments, industries and law enforcement, we highlight how the institute makes an impact across the state.

You can find In Touch with Tennessee at ips.tennessee.edu/podcasts, on Apple Podcasts and on Google Podcasts.

