

STRATEGIC PLAN 2009 -2013

INTRODUCTION

Purpose

Each day, Tennessee's local government, law enforcement and business leaders rely on The University of Tennessee Institute for Public Service (IPS) to help improve the quality of life of Tennesseans. IPS consultants and staff bring their talents and the expertise of university faculty, resources, and research to communities and businesses across the state.

We continue to serve Tennesseans and extend our reach and impact beyond Tennessee's borders by providing service and outreach to leaders and partners across the region and nation. As outlined in this strategic plan, we:

1. Promote good government in Tennessee;
2. Strengthen economic development in Tennessee;
3. Improve the quality of life in Tennessee; and
4. Ensure the effectiveness and efficiency of IPS services.

Our goals are ambitious but achievable. As we fulfill our tasks of developing our leaders, boosting our economy, respecting our environment, and otherwise promoting a better quality of life for Tennesseans, we will act honorably, energetically, and with purpose. Through the efforts of the university and the institute, Tennessee will remain a great place to live, work and flourish.

Vision

Provide higher education's most comprehensive outreach to government, business and the public.

Mission

Improve the lives of Tennesseans by leveraging university expertise to meet community and workplace needs.

Values

We respect and work to promote:

- UT's land grant mission
- Our heritage of work throughout Tennessee, and its national and global impact
- The honorable calling of public service
- Good government that enhances the lives of its constituents
- Profitable, well-managed, private sector businesses throughout Tennessee
- Sustainable communities
- Non-biased, non-partisan, ethical, professional and tailored service
- Responsiveness and innovation that serve our customers' interests
- Listening to and learning from our customers

- Personal and inclusive relationships, teamwork and networking
- A supportive and fulfilling work environment
- The expertise and creativity of our staff
- Partnering with other government and non-profit organizations to achieve more
- Pride in our work

Accountabilities

Implementation—Every IPS employee has a role to play in fulfilling the goals contained in this plan. Annual performance reviews set out individual expectations that are tied to specific strategic goals. Supervisors are responsible for overseeing progress, suggesting revisions and ensuring success. The IPS assistant vice presidents are expressly charged with implementation of the strategic plan, and the vice president of public service bears ultimate responsibility.

Plan Input and Feedback—Agency and internal subject matter plans were posted on the IPS Employee Intranet to provide information to and solicit feedback from employees. Strategic planning teams discussed strengths, weaknesses, opportunities and threats and provided input on draft plans. Additionally, each agency provided its draft plan to its advisory council, which reviewed the plan and offered feedback and suggestions.

Organizational Structure

Details of the statewide mission of IPS are available at <http://www.ips.tennessee.edu/userfiles/file/UT%20Org%20Chart.pdf>

Analysis

Summary of Strengths, Weaknesses, Opportunities and Threats

Strengths

Reputation and history of IPS and agencies
 Land grant mission of UT and UT's commitment to public service
 Existing customers' commitment
 Breadth and depth of IPS employees' knowledge, skills and abilities
 Statewide presence
 Customer associations' support and partnerships
 Information technology infrastructure
 Identified state funding and subsidized programs

Weaknesses (Challenges)

“Silos” of agencies and work
 Public service not as valued by the university as academic and research components
 Tendency to be reactive rather than proactive
 Fluctuating appropriations and tax revenues
 Limited experience in acquiring external resources
 Difficulty of identifying, collecting and analyzing data for internal and external use
 Not enough staff to respond to demand
 Strengths and impact not well-publicized
 Lack of succession planning
 Varied access to technology among customer base

Opportunities

Technological applications for communications, training and database development
New and more diverse customers and partnerships
New issues (debt management, energy)
Increased demand for leadership development
New federal funding
More inter-agency collaboration
More use of UT resources—faculty, students
More IPS involvement in UT teaching and research (especially in political science and master of public administration programs and initiatives with the Howard H. Baker Jr. Center for Public Policy)
Better impact measurement

Threats

Disparity of customer base—resources, access to technology
Reduced levels of traditional funding
Decline of manufacturing sector
Economic uncertainty
Competition
Retirement of experienced staff
Competition for skilled employees
Mission creep—pressure to depart from traditional areas of focus
Keeping up with change—being innovative and not growing obsolete

PROGRAMMATIC GOALS AND PRIORITIES OVERVIEW

The strategic goals of the UT Institute for Public Service clearly align with the Research/Economic Development and Outreach/Globalization goals of The University of Tennessee, with primary emphases on outreach and economic development.

I. Promote good government in Tennessee.

Objectives

1. Deliver quality consulting services, technical assistance and training to help elected and appointed state and local government officials and their staffs understand issues, trends and priorities.
2. Provide timely and accurate information that promotes dialogue and engagement among elected and appointed officials, community members and stakeholders.
3. Work with agencies, associations and other partners to provide relevant information, assist their efforts, and receive feedback about issues of interest to their stakeholders.

Initiatives

- Continue to provide quality training, development and technical assistance programs to state, municipal and local agencies and employees, evaluating and modifying as necessary and appropriate to achieve objectives. (on-going)
- Develop a recurring information or training session for new and returning legislators. (CY2010)
- Expand joint training opportunities between CTAS and MTAS, as well as among all IPS agencies. (CY2010)
- Expand on-line courses. (CY2011)
- Develop new certificate programs. (CY2011)
- Expand management training. (CY2012)
- Further the use of advisory councils and involvement of associations on councils. (CY2011)
- Expand participation by IPS staff in public administration education and research. (CY2013)

II. Strengthen economic development in Tennessee.

Objectives

1. Help existing business and industry improve competitiveness and profitability to promote job opportunities and a higher standard of living for Tennesseans.
2. Build local community and statewide capacity to understand economic development trends and practices and to deploy effective strategies to achieve their objectives.
3. Develop profitable enterprises by extending UT resources, along with those of our partners and others, to assist Tennessee businesses, entrepreneurs and inventors.
4. Assist in bringing ideas originating from UT and our partners to fruition in Tennessee.

Initiatives

- Expand availability of high quality economic development education and training opportunities in-state. (CY2011)
- Promote the growth and success of entrepreneurs in Tennessee as a strategic component of community and state economic development agendas. (CY2012)
- Build stronger statewide linkages between the research assets of higher education and our partners and the existing businesses and industries of Tennessee. (CY2013)
- Conduct research and produce information and tools to allow Tennessee's leaders greater access to relevant, timely facts. (CY2011)
- Actively engage the assets of UT and our partners to enhance the vibrancy and competitiveness of Tennessee's manufacturing firms. (CY2013)

III. Improve the quality of life in Tennessee through outreach.

Objectives

1. Deliver enhanced consulting services, technical assistance and training in specific areas of public interest — such as the environment, public safety and leadership development — to help elected and appointed state and local government officials, their staffs, and the public better understand issues, trends and priorities.
2. Provide timely and accurate information that promotes dialogue and engagement among elected and appointed officials, community members, and stakeholders about issues affecting the quality of life of Tennesseans.
3. Work with agencies, associations and other partners to provide relevant information; assist their efforts; and receive feedback about issues affecting the quality of life of Tennesseans.

Initiatives

- Environment—Support and inform practitioners and policymakers in areas such as (CY2012):
 - health—water and wastewater, solid waste and air quality
 - sustainability—energy, planning and growth
 - economic impact—compliance, resources and opportunity
- Public Safety—Support and inform practitioners and policymakers in areas such as (CY2012):
 - community policing
 - criminal investigation
 - management practices
 - workplace issues
 - fire and emergency response
- Leadership Development—Enhance knowledge, skills and abilities of public, business and community leaders by:
 - Continuing and expanding leadership development for elected and appointed officials and their staffs (CY2012)
 - Providing training to develop business leaders (CY2013)
 - Improving the relevant skills of community leaders in dealing with matters of public interest (CY2012)
 - Creating ways to identify and develop future leaders (CY2013)

IV. Ensure the effectiveness and efficiency of IPS services to customers.

Objectives

1. Secure, retain and enhance the resources — human, financial, infrastructure, political/relational, institutional and others — necessary to provide IPS services.
2. Maximize the quality, quantity, effectiveness and value of services available to IPS customers.
3. Uphold legal, ethical and performance standards of the state of Tennessee, The University of Tennessee and relevant professional associations.
4. Sustain a high-quality work environment for IPS staff.

Initiatives

- Work to ensure adequate and stable support by actively engaging leaders in higher education, state and federal government, associations and key stakeholders. (CY2012)
- Diversify funding among local, state, federal, sponsored, donor and revenue-producing sources. (CY2013)
- Hire, develop and retain skilled professionals with diverse backgrounds and skill sets. (on-going)
- Increase collaborations across IPS agencies and the university. (CY2011)
- Promote and demonstrate the value IPS brings to Tennesseans. (CY2010)
- Develop and implement a method to evaluate the effectiveness and impact of IPS services. (CY2010)
- Monitor progress in implementing strategic planning goals by using feedback from customers and continuing strategic planning teams as strategic implementation teams. (on-going)
- Strategically use the annual performance review process by aligning annual work objectives with university, institute and agency strategic plans. (CY2010)
- Improve processes to ensure that the fiscal management of IPS and its agencies is uniform and reliable. (CY2010)
- Ensure IPS information technology networks, platforms, systems, work products and support tools meet the needs of customers and IPS staff. (CY2011)

DASHBOARD

External Performance Metrics

- Improve economic impact
- Maintain jobs added or retained by employers who were aided by IPS initiatives
- Increase number of projects and activities completed
- Maintain number of training programs, customers trained and continuing education units awarded
- Improve number of contacts or touches
- Increase percentage of targeted customers assisted
- Maintain number, type and distribution of publications, newsletters and bulletins
- Maintain level of customer satisfaction

Internal Performance Metrics

- Increase diversification of funding
- Increase number of donors
- Maintain value of cost sharing provided by IPS partners
- Maintain employee retention rates
- Increase employee satisfaction
- Improve percentage of employees fulfilling professional development goals
- Increase diversity of IPS staff
- Increase number of internal and external collaborations
- Maintain customer satisfaction with IPS services
- Increase scores on effectiveness measures
- Reduce number of financial and IT audit exceptions

ACCOUNTABILITY

As a statewide entity of The University of Tennessee, IPS is accountable to the Governor of the state of Tennessee, the Tennessee General Assembly, the UT Board of Trustees and the president of the university. Agencies within IPS also are accountable to their respective advisory councils, to whom we provide annual status reports. Specific programs and activities may have reporting and other accountabilities required by funders or sponsors. All new programs are evaluated against the strategic plan goals and priorities before a decision is made to pursue a new activity or to renew an expiring activity.

Strategic Plan Web Link: <http://www.ips.tennessee.edu/strategicplan>