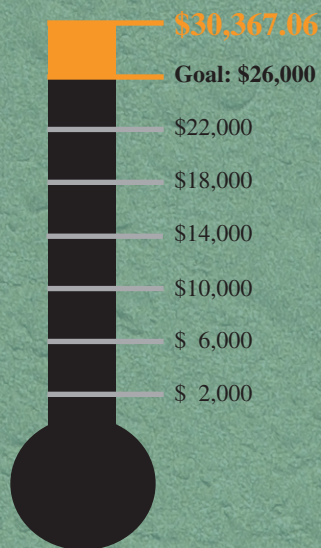




IPS Exceeds 2009 Campus Chest Goal

UT Institute for Public Service employees continued to display their generosity toward others as they exceeded the Campus Chest fundraising goal.

Employees from all four agencies surpassed the individual goals and IPS exceeded the overall goal of \$26,000 by 116 percent. The total raised was \$30,367.06.

"I'd like to express my thanks to all of you who gave in order to help the less fortunate and to the leaders (Armintha Loveday, Mike Garland, Janet Hails, Beth Paton and Judie Martin) who collected for each agency," said Mary Jinks, vice president of public service for IPS. ■

CIS Manufacturing Program Receives High Marks

A panel of Manufacturing Extension Program (MEP) professionals from around the country gave the [University of Tennessee \(UT\) Center for Industrial Services \(CIS\)](#) high marks during an October peer review. Highlights of this review included recognition of CIS as a high performing program with a passion for serving customers. The panel noted that CIS is open to best practices and has adapted quickly to new panel review procedures. Both Georgia and Iowa panelists were interested in CIS' Rapid Enterprise Services (RES) program under development by the CIS Resource Team.

The successful review means that CIS meets an important prerequisite for receiving [National Institute of Standards and Technology \(NIST\)](#) funding for another two years. CIS' MEP focus is on helping small and medium sized businesses improve their bottom line and grow their business. The program requires state and fee-for-service matching funds for every dollar NIST supplies through the MEP contract. NIST provides \$1.25 million in annual funding which is matched with \$1.25 million from the state and \$1.25 million in fees for service. This translates into a \$3.6 million program focused on helping Tennessee's manufacturing companies.

The review process begins with a comprehensive report submitted by CIS to NIST in early October. NIST provides this report and the data on CIS performance to the panelists who review the report and submit a list of questions to CIS for additional clarification. CIS' MEP managers participate in a four-hour panel in which they address these and other questions. At the conclusion of the session, the panel recommends whether to continue MEP funding. The panel review ends with direct feedback on CIS performance.

CIS customers have reported more than \$1.3 billion in economic impact since the start of fiscal year 2005. This impact translates to a \$75 return for every dollar invested in CIS' MEP program. CIS hopes to apply for additional funding in 2010 and beyond to support a growing list of initiatives to help manufacturers increase their competitiveness and make Tennessee the best place in the country to work and live. ■

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Payne Honored at Annual COAT Conference



Chris Payne receives the Public Service Professional Award from COAT Executive Director Jay West.

The County Officials Association of Tennessee (COAT) honored CTAS Geographical Information Systems Consultant Chris Payne with the 2009 Outstanding Public Service Professional award at its annual conference held in Nashville.

COAT is a non-profit association comprised of county clerks, state court clerks, registers and trustees. COAT Executive Director Jay West presented the award, thanking Payne for his exemplary service to Tennessee county officials.

Payne began his career with CTAS in July 1999. Since that time, he has been active installing new highway database software for various counties and providing training in the use of the software. Payne has also worked with the Comptroller's Office of Local Government to design and implement a program to install free GIS systems using the state elections maps for each county's administrator of elections that hopefully will help with reapportionment in 2011.

Payne recently received the Geographic Information Systems Professional (GISP) certification. To receive the certification, an applicant must demonstrate ongoing work of several years in the GIS field, as well as documentation of education, achievements and contributions to the profession. ■

LEIC Trains Educators to Recognize Meth Use

Who is the typical methamphetamine user? The "typical" school-age user is 17, who first tried meth at age 12.6 years, is white, lives with both parents and doesn't think meth is harmful. Tennessee accounts for 75 percent of the meth lab seizures in the entire Southeast.

This fall, the UT Law Enforcement Innovation Center's (LEIC) School Safety Education program hosted Meth Free education training for educators, social workers and others who work in a school setting. Participants of the training receive a basic overview of methamphetamine as well as how to recognize the signs and symptoms of children living in a home where methamphetamine is being produced or used. Appropriate intervention and reporting strategies also are identified.

LEIC hosted the training in Chattanooga, Jackson, Morristown and Nashville with co-presenters Roger Dinwiddie and Marty Iroff. Dinwiddie is president of Students Taking A Right Stand, is a national master trainer for the Olweus Bullying Prevention program and currently serves as a school climate and safety consultant for the Tennessee Department of Education. Iroff, of the Office of Student Assistance Services of Knox County Schools, is a sought out national keynote speaker on the topics of school counseling, drug and violence prevention, bullying and character development.

These trainings are made possible through collaboration between the Tennessee Department of Education Office of School Safety and Learning Support, and the Tennessee Department of Finance and Administration, Office of Criminal Justice Programs and are supported by the Governor's Methamphetamine Initiative Grant. ■



Automotive Conference Draws Top Manufacturers

The University of Tennessee Center for Industrial Services (CIS) partnered with the Tennessee Automotive Manufacturers Association, the Tennessee Department of Economic and Community Development and Baker Donelson law firm to co-host the 2009 Southern Automotive Conference in October.

Top corporate executives from Volkswagen, Honda, Nissan, Toyota and GM spoke about their company strategies and implications for automotive supply chain companies. The sold out conference of 400 attendees included registered representatives from 82 automotive suppliers from Tennessee and Alabama.

CIS provided conference planning, administrative and workshop content support. Earl Pomeroy, Bill Nusbaum and Bill Stetar conducted workshops to help companies address the pitfalls of implementing lean manufacturing in their facilities and leadership skills essentials. Keith Groves presented information on helping companies evaluate new products and services. Don Stone and Bryan Lane rounded out the conference workshop offerings with presentations on value stream mapping to reduce industrial production by-products and occupational health and safety management systems, respectively. ■

IPS Launches Manufacturing's Future in Tennessee Initiative



David Hall



Beth Phillips



Jack Sisk



Andre Temple

The University of Tennessee (UT) Institute for Public Service (IPS) has initiated a special project called Manufacturing's Future In Tennessee (MFIT) to help ensure the health and growth of manufacturing in the state.

Manufacturing is the key value-added wealth creation activity in both Tennessee and the United States.

Tennessee has traditionally been a top 10 manufacturing state. During the latter part of the 20th century, Tennessee made the transition from being a manufacturer of soft goods (clothing, shoes, etc.) to becoming a major producer of hard goods (automobiles, light trucks, appliances, electronics, medical devices, etc.).

At its peak, Tennessee was the third largest producer of cars and light trucks in America.

In order to sustain a high quality of life for all Tennesseans, this solid manufacturing base must be maintained and, where and when possible, expanded. The MFIT project is initially looking at two manufacturing sectors:

- The automotive sector, including major OEMs and their supply base.
- The renewable energy sector, with major focus on the emerging poly-silicate/photovoltaic manufacturing facilities under construction in Chattanooga and Clarksville (and other renewable energy manufacturing opportunities upstream and down stream from these facilities), and on other alternative energy manufacturing opportunities such as wind-powered electrical generation.

The MFIT project will document the current state of automotive and renewable energy manufacturing in Tennessee; identify opportunities for current manufacturers to sustain and increase their participation in these sectors; and determine how UT, its partners and the state of Tennessee can facilitate the success of these manufacturers.

During the course of this project, it is expected that there will be crossovers and overlaps between these two sectors. For example, with the downturn in auto manufacturing, many auto suppliers may be looking for alternative uses of their manufacturing capacities. These alternative uses may fit very well with the needs of the emerging renewable energy producers (such as metal fabrication, machining, final assembly, glass production, electronic controls, etc.).

The MFIT team consists of the following individuals:

- **David Hall**, former executive director of the University of Tennessee Center for Industrial Services and currently senior economic development specialist with IPS
- **Beth Phillips**, economic development specialist with IPS and formerly with the Tennessee Department of Economic and Community Development
- **Jack Sisk**, former supplier quality and supplier development leader at Saturn Corporation and General Motors Spring Hill and currently an economic development specialist with IPS
- **Dr. Andre Temple**, economic development specialist with IPS and formerly a community planner with the state of Tennessee

As the MFIT project progresses, its findings, recommendations and implementation activities will be featured in future editions of *The Exchange*. ■

Local Government Officials Complete UT Leadership Training

Sixteen county and municipal government leaders have successfully completed the 17th annual Local Government Leadership Program (LGLP) at the [Jimmy Naifeh Center for Effective Leadership](#), an agency of the University of Tennessee Institute for Public Service.

UT faculty and private consultants led the three-day, invitation-only program that focused on personal leadership, ethics, public education and state budget practices in Tennessee. The program ended Oct. 30.

"LGLP gives elected and appointed government officials the opportunity to examine the best practices in leadership and to learn from their colleagues and counterparts across the state," said Tom Kohntopp, manager of leadership and executive development programs for the Naifeh Center for Effective Leadership. "By coming together, we find that common issues face officials in East, Middle and West Tennessee. LGLP participants share ideas, and their conversations and advice can lead to new solutions for their communities."

For more than four decades, IPS has offered leadership programs that promote effective government through creative leadership, managerial effectiveness, professional skills enhancement and lifelong development for leaders and their organizations. With custom-designed programs for both local and state leaders, IPS helps Tennessee's government professionals meet the challenges of public

service. Participants are nominated by their peers, LGLP alumni or IPS staff.

Since its inception in 1991, more than 400 people have completed the Local Government Leadership Program. This year, two officials from Mountain City attended the training on scholarships available through the state office of economic and community development.

Completing LGLP 2009 were:

- Doug Bodary, finance and budget consultant, UT County Technical Assistance Service
- Curt Cobb, clerk and master, Bedford County
- Phillip Custer, administrator of elections, Franklin County
- Patty Custer, payroll specialist, Franklin County
- Pam Deen, county clerk, Tipton County
- Bill Dunlap, highway superintendent, Blount County
- Edmund Ford, councilman, Memphis
- Frances Hunley, property assessor, Madison County
- Lynn King, alderman, Livingston
- Jeffrey Long, sheriff, Williamson County
- Lisa Niles, circuit court clerk, Loudon County
- Kevin Parsons, mayor, Mountain City
- Mike Smith, trustee, Bradley County
- Connie Stephens, county clerk, Hardin County
- Carol Wade, county clerk, Giles County
- Willis Walker, alderman, Mountain City ■

Fire Management Consultants Teach Sessions at State Emergency Management Conference

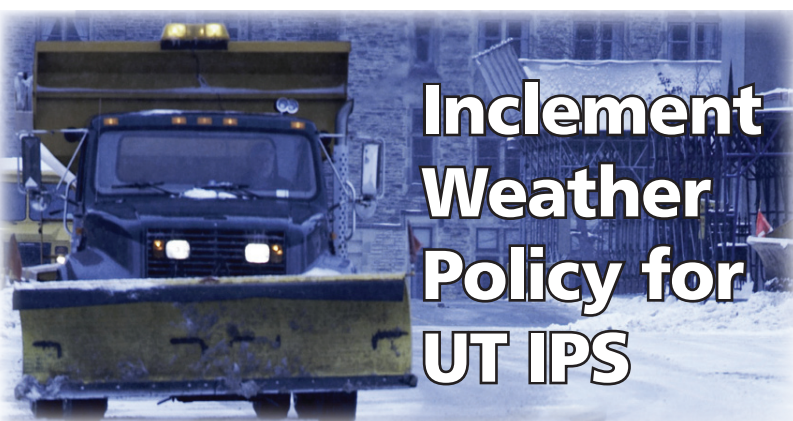


MTAS Fire Management Consultant Ray Crouch, Sr., greets former Atlanta Fire Chief Kelvin Cochran.

Gary West and Ray Crouch, Sr. fire management consultants with the [UT Municipal Technical Advisory Service](#) attended the Emergency Management Association of Tennessee Conference held in Chattanooga.

The MTAS fire management consultants promoted the Tennessee Fire Service Mutual Aid Plan among the emergency management directors in attendance. West was on the main program for a preview of how the mutual aid plan works and both West and Crouch taught two separate break-out sessions covering the topic of Mutual Aid in Tennessee.

A highlight of the event was meeting the new head of the U.S. Fire Administration Kelvin Cochran, who was the fire chief for the Atlanta Fire Department before going to work for the Department of Homeland Security. ■



With winter months and colder weather approaching, here is a reminder of the inclement weather policy for UT Institute for Public Service (IPS) employees. Generally, inclement weather does not warrant the closing of IPS offices. Conditions caused by ordinary inclement weather require each employee to make a personal judgment regarding his or her ability to travel safely to and from work.

Managers should allow employees to use annual leave if the employee feels it is not safe to travel. Employees who make the effort and who report within a reasonable period should not be required to use leave for that absence. Employees should notify their supervisor of their ability to travel. Occasionally, extraordinary emergency conditions caused by extreme inclement weather may warrant the closing of some IPS offices.

When such conditions exist, the offices will follow these guidelines on closure:

- IPS Martin** follows the UT Martin closing
- IPS Chattanooga** follows the UT Chattanooga closing
- IPS Knoxville** follows the UT Knoxville closing
- IPS Jackson** follows the Ag Experiment Station closing
- IPS Oak Ridge** follows the state of Tennessee closing for Anderson County
- IPS Nashville** follows the state of Tennessee closing for Davidson County
- IPS Cookeville** follows the Tennessee Tech University closing
- IPS Johnson City** follows the East Tennessee State University closing
- IPS Memphis** follows the UT Health Science Center closing
- IPS Columbia** follows the state of Tennessee closing for Maury County
- Other work assignments** follow the state of Tennessee closing for the county in which the employee is working

The state of Tennessee decides whether to close state offices due to extreme inclement weather on a county-by-county basis. Communication of closing decisions is provided as quickly as possible to public broadcast media. ■

IPS Server Migration Nears Completion

Three offices within the UT Institute for Public Service (IPS) are fully migrated to the Tennessee system-wide Active Directory, and two more will be by the end of 2009.



Scott Gordy

"We've had no surprises and relatively speaking, everything has gone smoothly," said Scott Gordy, IT administrator with IPS. The Central Office and the Law Enforcement Innovation Center (LEIC) completed the migration in October, the Center for Industrial Services (CIS) migrated in November, and the County Technical Assistance Service (CTAS) and Municipal Technical Advisory Service (MTAS) will be converted by the end of December.

As a result, each employee will have a single username and password with which to log on to his computer, access the IPS Intranet, or access other statewide computer and network-based services of the university.

To further improve operating efficiency within IPS, the IT staff plans to implement the use of Office Communications Server at the first of the year. Office Communications Server is a Microsoft unified communications product. This system allows employees to use instant messaging to communicate with other offices statewide and conduct live meetings from their desktops. LEIC already uses Live Meeting, which is the Web conferencing portion of Office Communications Server, to conduct its staff meetings to include its offices in Oak Ridge and Nashville. ■

**UT offices will be closed
for winter holidays
Friday, December 25
through Thursday, December 31
and in observance
of New Year's Day on
Friday, January 1, 2010;**

IPS Employees Express Satisfaction with Supervisors in Annual Survey

More than 160 employees replied to the annual IPS Supervisor Development survey, and the majority of them continue to be satisfied with the job performance of their supervisors.

An impressive 82 percent are either very satisfied or satisfied with their supervisor assigning work with clear directions and

expectations, while 84 percent are very satisfied or satisfied with their supervisor telling them when they're doing someone right or recognizing a good performance. Almost 85 percent think their supervisor is approachable, accessible and available when needed.

"As with every survey where you rate performance, you see areas that can be improved, but overall I'm very satisfied and would like to thank all of you who completed the survey," said Mary Jinks, vice president of public service

IPS started the Supervisor Development survey in 2006 as a recommendation from the IPS Employee Relations Council. Feedback from the survey has driven our topic selections for supervisors training and is a valuable performance measure for the supervisors. ■

Holiday Green Tips

- **Use reusable shopping bags.** This will reduce the number of plastic bags that get trashed and minimize the amount of petroleum used to make them. If you receive plastic bags, remember to recycle the clean ones at your local grocery store.
- **Send your holiday greetings in electronic form.** E-cards can be enhanced with sound and animation and they create no physical waste.
- **If you use traditional gift wrapping, avoid wrapping gifts in materials that are not recyclable or reusable,** such as foil or metallic papers. Always buy recycled-content wrapping paper. If your store doesn't sell recycled-content wrapping paper, ask the manager to order it in the future.
- **If you send holiday cards, buy recycled-content cards and envelopes.** Or make your own cards or gift tags out of last year's cards and the wrapping paper you saved.
- **Remove your name from the mailing list of any catalog you no longer wish to receive.** Eliminate unwanted credit offers by calling 1-888-5OptOut (1-888-567-8688) or visiting www.optoutprescreen.com.
- **Shipping a gift?** Reuse the foam peanuts from another package, or use unbuttered popcorn for packing. Return unwanted Styrofoam packing PEANUTS to local UPS Stores. Please call before delivering.
- **Rechargeable batteries and a battery charger** are a great way to cut down on the consumption of batteries.
- **Recycle your tree and wreath at compost sites.** Remove all lights, wire, tinsel, ornaments, nails, stands and other materials that are not part of the actual tree. ■

Seminar Addresses Bullying in Schools

UT's Law Enforcement Innovation Center (LEIC), in partnership with the Tennessee Department of Education's Office of School Safety and Learning Support, offered four regional trainings in October and November to school system administrators on reviewing and updating their current bullying/harassment policy for their districts.

A civil and respectful learning environment is an essential foundation for teaching and learning. Public Chapter 153 as enacted by the 2009 General Assembly, mandates specific actions on the part of schools relative to bullying, harassment and intimidation. This seminar provides an overview of these and other related requirements with a particular focus upon insuring that policy is reflected in effective practice. ■

1-888-444-UTHR

From 865 area code, call 946-8847

Available 8 a.m. – 5 p.m. ET

Until January 4, 2010, please call 865-974-8170.

FACETIME

Have news you want to share? Give your news to the agency representative for The Exchange – MTAS, Frances Adams-O'Brien; CTAS, Claire Marsalis; LEIC, Janet Hails; CIS, Wendy Eddy; and IPS CO, Susan Robertson.



UT Municipal Technical Advisory Service employees Bonnie Curran and Josh Jones were married Oct. 9 at the Riu Palace Resort in Playa del Carmen, Yucatan, Mexico.

Bonnie is a human resources consultant and Josh is a legal consultant, and both are located in the Nashville office. ■

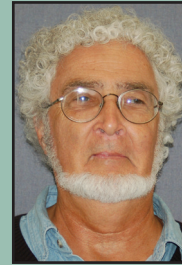
Around the UT Center for Industrial Services (CIS), Walter Idol is known as a safety consultant. In UT Knoxville tailgating circles, he's now the King of the Grill.

The Bush's Bean Tailgate Research Institute (TRI) stopped at Neyland Stadium on Nov. 7 as part of its nationwide tour to find the best tailgating fare.

As part of the tour, TRI staff seeks five grill masters to compete in Bush's Throw Down grilling competition. Idol was chosen to compete and took the title with his special Tiger High Bushwhacker burger. ■



Staff Applause



Richard Buggeln



Richard Stokes

TO: DR. RICHARD BUGGELN, CIS

Job Site Recycling of Tennessee, LLC owes much of its existence to the Tennessee Materials Exchange (TME) and you. Without your experience and expertise coupled with the resources of the TME, JSRTN would not be the company it is today.

As we worked with the TME, we found many new markets for the materials we were grinding on site at both the residential and commercial sites in Tennessee. Once again, you cast the vision for us to purchase open top dumpsters to haul waste and debris in and to sort them. It was also again through the TME that we were able to find markets for these materials.

It has been through your efforts and the TME that we have been able to grow our company.

Thomas Reaves
Job Site Recycling of Tennessee, LLC



TO: RICHARD STOKES, MTAS

I just wanted to thank you again for sharing your expertise with the public management students. They thoroughly enjoyed your entertaining and informative presentation. You did a great job covering a tremendous amount of important information in just one seminar session.

Dr. David Folz
UT Department of Political Science



IPS December Calendar of Events

◆ CIS

- Dec. 1 8-Hour Site Worker Refresher, Nashville
 Dec. 1-3 Environmental Compliance Train-the-Trainer Program, Memphis
 Dec. 1-4 OTI 500 Trainer Course in OSHA Standards for Construction, Nashville
 Dec. 1-4 OTI 501 Trainer Course in OSHA Standards for General Industry, Nashville
 Dec. 2 8-Hour Emergency Response Refresher, Nashville

◆ CTAS

- Dec. 1 Business Tax Seminar, Franklin
 Dec. 2-3 Sheriff's Association Meeting, Nashville
 Dec. 3-4 County Officials Certificate Training Program (COCTP) Annual Renewal Conference, Franklin
 Dec. 8 Business Tax Seminar, Jackson
 Dec. 10 Business Tax Seminar, Knoxville

◆ LEIC

- Dec. 2-4 Basic Gang Investigation, Oak Ridge
 Dec. 7-11 Forensic Digital Photography, Brevard County, Fla.
 Dec. 8-10 Critical Incident Response, Dallas
 Dec. 8-10 Transit Terrorist Tools & Tactics (T4), Boston
 Dec. 15-17 T4, Orange County, Calif.

◆ MTAS

- Dec. 4-5 Elected Officials Academy, Level I, Farragut

◆ NAIFEH CENTER FOR LEADERSHIP

- Dec. 7 Bridging the Gap, Nashville
 Dec. 9 Bridging the Gap, Knoxville

STATE SERVICE LONGEVITY

Melissa Ashburn, MTAS 9 years
 Sherri Brown, IPS CO 3 years
 Kimberly Clark-Carney, CTAS 11 years
 Terry Hazard, CTAS 11 years
 Josh Jones, MTAS 3 years
 Justin O'Hara, MTAS 9 years
 Beth Paton, CIS 9 years
 Mike Tallent, MTAS 30 years
 Russell Toone, CIS 15 years
 Jon Walden, CTAS 20 years

RECRUITMENTS

◆ CTAS

Legal Consultant, Nashville

◆ IPS CO

Administrative Support Assistant, Jackson

◆ LEIC

Executive Director, Oak Ridge

◆ MTAS

Legal Consultant, Nashville

Municipal Management Consultant, Knoxville

the EXCHANGE

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 Interim President

HANK DYE
 Vice President
 for Public and Government Relations

DR. MARY H. JINKS
 Vice President
 of Public Service

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2010 Holiday Schedule

- | | |
|--|--|
| Jan. 1 New Year's Holiday | Sept. 6 Labor Day |
| Jan. 18 Martin Luther King Jr. Holiday | Nov. 25-26 Thanksgiving Holidays |
| April 2 Spring Holiday | Dec. 24-30 Winter Holidays |
| May 31 Memorial Holiday | Dec. 31 2011 New Year's Holiday |
| July 5 Independence Day | |

The University of Tennessee does not discriminate on the basis of race, sex, color, religion, national origin, age, disability, or veteran status in provision of educational programs and services or employment opportunities and benefits. This policy extends to both employment by and admission to the university. The university does not discriminate on the basis of race, sex, or disability in its education programs and activities pursuant to 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 (ADA) of 1990. Inquiries and charges of violation concerning Title VI, Title IX, Section 504, ADA or the Age Discrimination in Employment Act (ADEA) or any of the other above referenced policies should be directed to the Office of Equity and Diversity (OED), 1840 Melrose Avenue, Knoxville, TN 37996-3560, telephone (865) 974-2498 (V/TTY available) or 974-2440. Requests for accommodation of a disability should be directed to the ADA Coordinator at the UTK Office of Human Resources, 600 Henley Street, Knoxville, TN 37996-4125.

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In Memoriam

Dr. Karen Holt

September 5, 1955 — October 27, 2009

Assistant Vice President

The University of Tennessee Institute for Public Service



Dr. Karen Holt, 54, assistant vice president of the Institute for Public Service at the University of Tennessee passed away Tuesday, Oct. 27.

A native of Paducah, Ky., Karen spent the majority of her career fulfilling her passion for public service, civil rights and education. Her love of life and people led to easily making lifelong friends in the cities where she worked and attended college.

Before coming to the Institute for Public Service in 2008, she had previously served as an associate general counsel at UT (1985-1995), led the University of Virginia's Office of Equal Opportunity Programs (1997-2003), was an attorney with the Civil and Civil Rights Divisions of the U.S. Department of Justice in Washington, D.C. (1983-1985), served as executive director of Project Pericles in New York (2003-2005) and was director of the Fanning Institute at the University of Georgia (2006-2008).

During her career, Karen taught political science courses at both the University of Tennessee and the University of Virginia. She also lectured at external conferences and training including the Community Leadership Association Annual Conference, the Georgia Association of Women in Higher Education Annual Conference, the Latino Youth Leadership program and the University of Georgia Graduate School Future Leaders Training. While practicing law, she authored papers published in the Journal of Family Law and the Tennessee Law Review among others.

After earning a bachelor's degree in zoology from the University of Illinois at Urbana-Champaign, she was a park ranger for St. Louis County Parks in Missouri. As a park naturalist at Sam A. Baker State Park when she worked for the Missouri Department of Natural Resources, Karen earned the nickname Mother Nature from her co-workers.

Her concern for the civil rights of others, led her to pursue her law degree from the Brandeis School of Law at the University of Louisville. She earned a doctorate in political science at the University of Tennessee, Knoxville. She was a member of the Tennessee Bar Association as well as the District of Columbia and Virginia Bar Associations (inactive status). Dr. Holt also held memberships in the Athens (Ga.) Rotary Club, Georgia Association of Chamber of Commerce Executives, Georgia Economic Developers Association, the Southern Consortium of University Public Service Organizations and the Jeannette Rankin Foundation.

Karen loved the outdoors and spent her time away from work hiking and kayaking. Each spring, she held a standing reservation at LeConte Lodge after making the trek up the third highest peak in the Great Smoky Mountains National Park. She loved spending time with her yellow Labrador retriever Honeybee, who often accompanied Karen in her kayak. She owned a cat, Wingo, and had recently adopted Henley, a homeless kitten found under the Henley Street bridge. Karen also enjoyed the Americana music scenes in both Knoxville and Athens.

"Karen, you have been in my life for so many years that your passing will not take you away from me. Your friendship, your counsel, your support will never disappear. You left a mark on me and my family, and the Christmas cards, the visits, and the trips to the beach will not be forgotten. We love you and miss you."

*Jenny Richter, Associate Director
The University of Tennessee Office of Equity and Diversity*

"I feel so fortunate to have known Karen and work with her for the past year. Anyone who ever met Karen saw immediately the enthusiasm she had for helping others, and her thirst for knowledge that was never quenched. She was such a special person, and will be greatly missed by those of us at IPS and those whose lives she touched."

Dr. Mary Jinks, Vice President of Public Service, The University of Tennessee Institute for Public Service

"Being asked to comment on Karen is like where do I start and how do I end. She was one of the most amazing, devoted, and loving friends you could have. Her desire to be there for you and to give of herself is more precious than words can express. I love her and she shall forever remain in my heart."

Joyce Dixon, Legal Secretary, The University of Tennessee General Counsel's Office

"In the short time I knew her, one of the things that impressed me most was how excited those who had worked with her in her previous time at UT were to have her back. She was genuinely liked but also greatly respected by her colleagues. I remember thinking how fortunate we were to entice her to come back. My high expectations were right on target--she was truly making a difference every day."

Hank Dye, The University of Tennessee, Vice President for Public and Government Relations

"I know we are all still adjusting to the shock of Karen Holt passing away. Although she had been on the job less than a year, she had become an integral part of my weekly and often daily schedule. She was someone I could kid with and she gave back as good as she got. I will miss her smile, laugh and upbeat attitude. We don't have enough of those qualities in the workplace and Karen did her share to correct that deficiency. Thanks Karen."

Mike Tallent, Executive Director, The University of Tennessee Municipal Technical Advisory Service

"Karen was a colleague whose intellect, wit and passion for public service made her a pleasure to work with. I miss her thoughtful questions and engaging smile and appreciate the opportunity we had to work together."

Chuck Shoopman, Assistant Vice President, The University of Tennessee Institute for Public Service

"Karen Holt was wonderful. She had a sincere interest and conviction to do what was right, even when it seemed to go against established tradition or norm. Karen had novel ideas to improve the ways in which we did things in IPS, plans that some day may lead to grand success. Plus, she was able to see humor in situations that on the surface appeared dismal or bleak. Whether through daily visits, phone calls, or trips together along I-40 between Knoxville and Nashville, there was ample time to discuss the opportunities of work and life that seemed unique to Karen. Some of her thoughts were mere observation while others described unfolding action. In a short time she established herself as a special member of the IPS family. In a short time she became a good friend and trusted colleague. I miss her."

Tom Kohntopp, Director, Jimmy Naifeh Center for Effective Leadership



Karen Holt poses with UT men's basketball Head Coach Bruce Pearl as they both visited a session of the Tennessee Government Executive Institute.