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University expertise for community and workplace needs

Baldrige Survey Results Help IPS Benchmark Quality

Now that the results are in for the Baldrige Express survey, leadership of the UT Institute for Public Service (IPS) will review them to determine how IPS measures up with other quality organizations.

More than 75 percent IPS employees responded to the Baldrige Express survey. The performance evaluation strategic planning team recommended conducting the survey so IPS could better understand how effective it is and how to accomplish its vision and mission. The survey, conducted by the Tennessee Center for Performance Excellence, provides detailed feedback from employees based on Malcolm Baldrige National Quality Award standards.

"We had a 78 percent response rate which is phenomenal. Employees' willingness to take the time to respond tells me they are interested in making IPS a better organization," said Dr. Mary Jinks, vice president of public service. "The survey identified our top five strengths and opportunities for improvement. We will look closely at those in 2010 and continue

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Pictured (left to right) are: John Bucy, NWTDD Executive Director; Dick Phebus, MTAS Finance Consultant; Harriet Cannon, Area Director – USRDA; Andre Temple, IPS Economic Development Consultant; Bobby Goode, USRDA State Director; Ronnie Neill, MTAS Municipal Management Consultant; Kay Stegall, MTAS Finance Consultant; David Angerer, MTAS Municipal Management Consultant; Congressman John Tanner; and John Wylie, Rural Business Specialist, US RDA.

Rural Development Grant Funds MTAS Elected Officials Academy

A $20,000 regional development grant for the Northwest Tennessee Development District in Martin will be used to hold four UT Municipal Technical Advisory Service (MTAS) Elected Officials Academies in the spring of 2010, Tennessee 8th District Congressman John Tanner announced.

Planning for the sessions began at an economic development conference sponsored by the Tennessee Department of Economic and Community Development in March of 2008 at Fall Creek Falls State Park. At that time, it was determined that grant funds might be used to subsidize the $200 tuition that cities pay for each elected official to attend the academy sessions, giving small cities a unique training opportunity for their governing boards they might otherwise find beyond their financial means.

The training consists of five, two-hour programs — Foundation and Structure of Municipal Government, Charter, Codes and Open Records, Economic Development, Finance for the Elected Official and Ethics and Open Meetings.

Under the terms of the grant, elected city and county officials in the counties served by the Northwest Tennessee Development District may attend the academy for $50 per person. The tuition subsidy is available to any elected municipal or county board member in the following Tennessee counties: Lake, Dyer, Obion, Weakly, Henry, Gibson, Crockett and Benton.

The academy sessions will be held Jan. 22-23 in Huntingdon; Feb. 5-6 in Jackson; April 9-10 in Martin; and April 23-24 in Dyersburg. ■

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IPS Announces the Jim and Marie Murphy Scholarship

Jim and Marie Murphy endowed a scholarship for graduate studies.

The UT Institute for Public Service (IPS) announced the establishment of the Jim and Marie Murphy Endowed Scholarship for Graduate Studies. The scholarship was recently funded at the minimum required amount ($25,000) through the generous support of the Murphys, the County Officials Association of Tennessee (COAT), other county associations and other individual donors.

Having served for several years as the executive director of COAT, Marie Murphy felt the need to create an opportunity to help relatives of that organization and the UT County Technical Assistance Service (CTAS) achieve their educational dreams.

"Jim and I both received our doctorate of jurisprudence degrees from UT, and knowing that there is not enough done for graduate students financially, we want to help others who are seeking to better themselves with an advanced degree," she said. "We are glad we could establish this scholarship to help our COAT and CTAS family."

Jim Murphy serves as the vice chair for the University of Tennessee Board of Trustees. He is an attorney with the law firm of Bradley Arant Boult Cummings, LLP.

The scholarship will assist students seeking graduate degrees from UT for many years to come.

"We are very grateful for the Murphy's interest in helping others achieve their educational goals," said Dr. Mary Jinks, vice president of public service. "I am confident that future recipients of their scholarship will be grateful as well." ■

Baldrige Survey Results Help IPS Benchmark Quality

(continued from page 1)
to build upon the strengths and work on the improvements."

The survey identified the top five strengths as:

- **Performance measurement:** Selecting measures and collecting data to track daily operations and overall organizational performance.
- **Building a customer culture:** Ensuring a consistently positive customer experience and contribute to customer engagement.
- **Workforce climate:** Providing benefits and services and creating a safe, secure and healthful work environment.
- **Strategy development process:** Developing strategic plans.
- **Vision, values and mission:** Personally promoting a climate for legal and ethical behavior.

The opportunities for improvement are:

- **Analysis and use of customer data:** Determining customer groups and segments.
- **Emergency readiness:** Preparing the work system and the workplace for emergencies and disasters.
- **Workforce enrichment:** Performance management system to support high performance work and workforce engagement.
- **Vision, values and mission:** Sustaining the organization through innovation, learning, organizational agility and developing leaders.
- **Communications and organizational performance:** Effectively communicating, engaging and encouraging workers to take action to improve performance and create customer value.

Results from the survey, broken into sections, appear on the IPS Intranet at intranet.ips.tennessee.edu. ■

Public Service Legacy Society Is Introduced

The recently established Public Service Legacy Society for the UT Institute for Public Service (IPS) exists to celebrate and honor those individuals who make UT's public service work a part of their estate plans.

"We are excited about the establishment of the Public Service Legacy Society," said Dr. Mary Jinks, vice president of public service. "Members are very special friends and alumni of the programs supported by the institute. They have caught the vision of what we can do for years to come and are willing to offer future support in very special ways. Donors can designate their planned gifts for the different programs benefitting counties, municipalities, law enforcement, economic development or statewide and local leadership development throughout the state of Tennessee. Or members can establish new endowed scholarships through a deferred gift."

Retired Knox County Executive Dwight Kessel will be one of the first members of the Legacy Society.

"I appreciate the work of IPS through the County Technical Assistance Service (CTAS) so much that I created an endowment fund that fits in with my estate plans," Kessel said. "It is rewarding to know that long after I am gone, CTAS, which has helped so many county officials over the years, will continue for years to come."

The greatest benefit of belonging to the Public Service Legacy Society is the satisfaction of knowing that long-range plans will further the mission of IPS and its agencies for years to come.

Donors become members of the society when they indicate in writing that they have made an estate gift to IPS. Some gift vehicles that qualify donors for membership are:

- Making a bequest in a will or trust, either directly in a will or through a codicil (the simplest way to join with an addendum to an existing will).
- Naming IPS as a beneficiary of an irrevocable gift of a life insurance policy, an IRA or other retirement plan.
- Creating a life income gift that will ultimately benefit IPS, such as a gift annuity, charitable remainder annuity trust or a charitable remainder uni-trust.

To find out how you can join the Public Service Legacy Society, contact Paul Bowman at (865) 974-6587 or at paul.bowman@tennessee.edu. ■

CTAS Consultant Coordinates Information Sharing Session Among Fire Departments

Kevin Lauer

In an effort coordinated by UT County Technical Assistance Service (CTAS) Fire Management Consultant Kevin Lauer, several members of the Rutherford County Fire Department (RCFD) recently visited the Bradley County Fire Department (BCFD) to gather input on how best to streamline their fire and rescue units amidst the county's rapid population growth.

The structure of RCFD currently consists of 11 different volunteer units and three separate volunteer rescue departments. Lauer set up the meeting in hopes that RCFD could learn from the issues BCFD experienced when it began consolidating its fire and rescue departments in 2005.

Bradley County Fire-Rescue Chief Dewey Woods displayed a PowerPoint presentation to the visiting county and conducted a question and answer session at the conclusion. Bradley County Mayor Gary Davis also addressed the group and extended an offer to help RCFD with its streamline efforts in any way possible. ■

NFA Graduates Use Newly Learned Forensic Training Techniques to Solve Real Life Crimes

From Mitchell, S.D., to Mobile, Ala., law enforcement professionals who have received training at the UT National Forensic Academy™ (NFA™) have put their training to the test at real life crime scenes.

For 10 weeks at the NFA, professional crime scene investigators from around the country hone their skills with hands-on forensic training, and many of them are called upon to use these skills not long after they return to their agencies.

Mark Black, a special agent with the South Dakota Division of Criminal Investigation and a graduate of NFA Session XXIV, is one such investigator. Recently, he was assigned to investigate a homicide scene in Mitchell, S.D., where a 16-year-old female was stabbed repeatedly before being placed in the trunk of a car that was then set on fire.

"I called the NFA and conferred with Dr. Jo Ann Devlin about the best way to complete the task of removing the victim's remains which were in a fragile state due to the fire," Black said. "The NFA sessions I attended regarding exhumation of human remains and arson scene processing are invaluable. I processed homicide scenes before attending the academy, but after attending, I am now confident that I can work complex crime scenes effectively."

Lieutenant Joseph Rose with the Mobile Police Department used strings to mark the location of the bullet hole in a car window during a murder investigation.

"We transported the car from the scene without evaluation from the local firearms guy, who was unavailable, so we had to use strings to mark the location of the hole in case the glass broke during transport," he said, referring to a technique he learned while attending the NFA. ■

PTAC Assists Tennessee Company in Securing Supplier Status

Since seeking the assistance of the UT Center for Industrial Service's (CIS) Procurement Technical Assistance Center (PTAC) in February 2009, the Imperial Group has become an approved government defense supplier for three different manufacturers.

The Imperial Group, which has two fabricating plants in Portland, Tenn., is a division of the Accuride Corporation of Evansville, Ind. The company manufactures and assembles nearly 1,600 different components for clients in the heavy truck and bus industry. With PTAC's assistance, the company has secured approval as a supplier from BAE Ground Systems, BAE Global Tactical Systems and BAE After Market-Spare Parts. BAE is a global defense, security and aerospace company. From the three divisions of BAE, the Imperial Group already has received a proto-type contract from BAE Global Tactical Systems.

"The Tennessee PTAC office has been very instrumental in assisting the Imperial Group in many areas with regard to federal and state contracts, daily bid matches, business connections and countless support," said Paul Clark, vice president and general manager of the Imperial Group. " PTAC Consultants Joe Flynn and Debbie Barber have been extremely helpful in guiding us through the government defense contract process."

As an approved supplier, the Imperial Group will be included on the Department of Defense's Qualified Supplier List and will have the opportunity to bid on supply contracts.

"In addition to assisting veteran-owned businesses in securing government contracts, we guide Tennessee companies through the process too," Flynn said. "The Imperial Group is a perfect example of a company that manufactures products the Department of Defense can use, but it just needs a little assistance navigating the process." ■

Mark your calendar!

Muscatello/Rodgers Benefit Golf Tournament

Wednesday, June 9

Eagle's Landing
Sevierville, TN

For sponsorship information, call (865) 974-6587.

IPS Employees Learn How to Bridge the Generation Gap in Their Workforce

Participant Mike Hill, LEIC, participates in an exercise to learn how to deal with modern-day generational conflicts.

IPS employees learn how to best work with all generations in order to be a more efficient and effective agency for Tennessee and beyond.

There are presently more generations represented in the current workforce than at any other time in American history.

This theme echoed in recent "Bridging the Generational Gap in the Workplace" training sessions held across the state for Institute for Public Service (IPS) employees. Serving as a professional development course in the area of diversity, the series of trainings were facilitated by IPS Training Specialist Macel Ely.

The primary objectives of the course included encouraging employees to appreciate generational differences in the workforce and to recognize that the integration of technology can unite generations — not merely divide them. CTAS Legal Consultant Libby McCroskey, who attended a recent training held in Nashville, explains, "This was the most interesting and informative IPS training session I've ever attended. Macel not only discussed generational differences in work styles, which was the obvious goal of this training, but he put a unique spin on it by emphasizing the importance of lifelong learning and incorporating new ideas and technology into the workplace. He even used the class as an opportunity to teach new technology we can use in our own training sessions. CTAS will be using response cards in our classes in the future, thanks to Macel."

Jinks' Blog Shares Latest IPS News

In an effort to create an additional communications tool for the UT Institute for Public Service (IPS), Dr. Mary Jinks, vice president of public service, recently created a blog which includes posts about what is going on within IPS, such as why internal surveys are used, how strategic plans are developed and used and what the latest news is on the budget.

"We have the Exchange newsletter, the IPS Intranet and I send periodic e-mails to employees on what is happening within our organization. The blog is another way to keep employees informed and up-to-date on everything going on at IPS," Jinks said.

To keep up with IPS news through the blog, employees can receive RSS feeds. By signing up for these feeds, a notification will appear in Outlook each time the blog is updated.

IPS employees can register to receive RSS feed at **ut-institute-for-public-service.blogspot.com/**. On the page is a **Subscribe** feature to the left. Click on the pull down menu under **Posts** and click on the last one (**Atom**). This will open a new screen. Click on the address in that screen and copy it. Go into Outlook and click on **Tools**, then **Account Settings**. Click on the **RSS feeds tab**, then click **New**. In that box paste the address that was copied. Click on **Add** and then click **OK**. It's as simple as that.

Once people subscribe to an RSS feed, an RSS feed folder will appear among their e-mail folders. In the RSS feed, the IPS blog will be listed a little further down from the normal e-mail inbox. Each time a new post is added to the blog, IPS text will appear in bold, and the latest post will be in that particular inbox.

MTAS Offers CMFO Courses

The Certified Municipal Finance Officer (CMFO) program is well into its first year of instruction. The program, created by the Municipal Finance Officer Certification and Education Act of 2007 (the Act), is a cooperative effort by the Tennessee Comptroller's Division of Municipal Audit and the UT Municipal Technical Advisory Service (MTAS). To date there have been five courses offered to approximately 112 individuals identified as municipal finance officers in their respective cities.

The five courses include government environment, governmental accounting parts I and II, internal control and auditing and governmental reporting part I. Participants must attend each class for instruction and then pass a required test covering material presented in class. Study guides for each class have been posted on the MTAS Web site and made available to CMFO candidates in advance for study purposes. Class activities include instruction, learning exercises and review of materials followed by one hour of testing.

MTAS offered the sixth class in this series, which covered governmental reporting part II, in January. Other classes offered in 2010 will include instruction on budgeting, cash and debt management, payroll and risk management. Participants who are successful in passing all 11 courses will be in compliance with the educational requirements of the Act by Dec. 31, 2010. Upon completion, these finance officers can apply for CMFO certification with the Division of Municipal Audit and must complete 24 hours of continuing education each year thereafter in order to maintain certification.

Full classes for the next group of municipal finance officials will begin in January 2011. Contact an MTAS finance or management consultant for additional information regarding the CMFO program. ■

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.

Misty Bean

Linda Winstead

Misty Bean, accounting assistant with the UT Law Enforcement Innovation Center (LEIC), and **Linda Winstead**, administrative specialist with the Municipal Technical Advisory Service (MTAS), received their Certified Professional Secretary (CPS) rating, which is administered by the International Association of Administrative Professionals headquartered in Kansas City, Mo. The CPS is a six-hour, three-part test consisting of office systems and technology, office administration and management.

Administrative support personnel who complete the exam receive a nine percent pay raise. IPS congratulates Bean and Winstead on completing this program and achieving the prestigious designation of CPS. ■

In December, County Technical Assistance Service (CTAS) employees took on the challenge of providing 19 disadvantaged children with an unforgettable Christmas experience by donating more than $2,700 to provide clothes, shoes, socks, underwear and toys, as well as gift cards for their families to buy food.

The directors of the Tennessee County Services Association, Tennessee County Commissioners Association, Tennessee County Highway Officials Association, Association of County Mayors and County Officials Association of Tennessee also contributed to the effort.

CTAS staffers wrapped the multitude of gifts, after which pizza was shared by all to celebrate a job well done.

In addition, the CTAS Christmas fund donated more than $600 to Second Harvest Food Bank to help provide food to needy families during the holiday season. ■

Staff from the UT Municipal Technical Advisory Service (MTAS) donated $300 to the Birchwood Village Subsidized Housing for the Elderly and Disabled in Pikeville. The money was used to buy items for the village's community room. MTAS employees **Linda Winstead** and **Warren Nevad**, along with Pikeville Mayor Greg Johnson, led the effort. ■

In memory of **Dr. Karen Holt** and her desire to help others, employees of the IPS Central Office adopted a family of five to provide a Christmas celebration. The family, whose name was provided by Family Promise Knoxville, has three young sons between the ages of 6 and 9. Central office employees, as well as agency employees who are based in the Knoxville office, donated money and gifts for the family and wrapped the gifts following a potluck breakfast on December 14. ■

Staff Applause

TO: CHRIS WRIGHT, CIS

Chris Wright

I just wanted to pass on the excellent news regarding our third party audit registration. This project has gone very well within our organization, and I wanted to express our thanks to you and your team (**Bill Hicks, Bryan Lane**, **Lynn Reed** and undergraduate industrial and information engineering students Tyler Hays and Ha Nguyen). We certainly appreciate your diligent work and counsel through each major milestone. In summary, the results have exceeded my expectations. Not only for a site system registration, but especially when considering the added complexities of integrating all three standards into a common system.

Mark Drummond
Smiths Detection, Inc., Cargo Operations

♦♦♦

TO: DON GREEN, LEIC

Deidra Phillips

Your Transit Terrorist Tools and Tactics (T-4) team delivered training to the City of Tempe Police Department, City of Phoenix Police Department, Metro Valley Transit and Wackenhut Security Corporation. The team's instruction and extensive law enforcement expertise was invaluable to the class participants in the comprehension of the critical planning, use of various investigative techniques and equipment utilized to contend with acts of terrorism. This training is an important part of our training program for staff assigned as the security component on METRO Light Rail and the Bus Transportation System. We also thank **Deidra Phillips** for coordinating the T-4 Instruction Team and registration of all the participants for this important Homeland Security Training. Thank you for the support that LEIC has given the City of Tempe Police Department Homeland Defense Bureau in our continuing efforts to provide a safe and successful transportation system.

Mike Powell, Sergeant, Transit and Facility Security
Tempe Police Dept. of Homeland Defense Bureau

♦♦♦

Four IPS Employees Recognized for State Service

Four UT Institute for Public Service (IPS) employees were recognized for service anniversaries at a luncheon with UT Interim President Dr. Jan Simek. Receiving their anniversary recognition from Simek and Vice President of Public Service Dr. Mary Jinks were Brenda Moss, IPS CO, (35 years); Sharon Rollins, MTAS (25 years); P.J. Snodgrass, MTAS (25 years); and Mike Tallent, MTAS (30 years).

IPS February Calendar of Events

♦ CIS

Feb. 10	OSHA Written Programs and Training, Nashville
Feb. 11	OSHA Written Programs and Training, Knoxville
Feb. 15	40-Hour Site Worker, Gatlinburg
Feb. 16	Occupational Safety and Health Standards for General Industry, Nashville
Feb. 22	Update for General Industry Outreach Trainers, Nashville
Feb. 23	Industrial Hygiene Made Easy, Nashville

♦ LEIC

Jan. 11-March 19	National Forensic Academy Session XXVI, Oak Ridge
Feb. 15-19	Forensic Digital Photography, Brevard County, Fla.
Feb. 16-17	Student Discipline and Alternative Education Conference, Nashville
Feb. 22-23	TO SPOT, St. Petersburg, Fla.

♦ MTAS

Feb. 5	Elected Officials Academy (EOA) Level I, Jackson
Feb. 10	Municipal Administration Program (MAP), Critical Safety Policies, Collegedale
Feb. 11	EOA Level 1, Knoxville
Feb. 11	Critical Safety Policies, Franklin
Feb. 16	Critical Safety Policies, Jackson
Feb. 17	Critical Safety Policies, Lakeland
Feb. 18	EOA Level 1, Knoxville
Feb. 18	EOA Level 2, Spring Hill
Feb. 24	Critical Safety Policies, Johnson City
Feb. 25	Critical Safety Policies, Knoxville
Feb. 25	EOA Level 1, Knoxville
Feb. 26-27	EOA Level 1, Chattanooga

STATE SERVICE LONGEVITY

Kim Arms, CIS	14 years
Debbie Barber, CIS	3 years
John Erdmann, CIS	11 years
Kristy Godsey-Brown, CTAS	3 years
Thaddeus Grace, IPS CO	23 years
Bryan Lane, CIS	12 years
Kevin Lauer, CTAS	7 years
Judie Martin, IPS CO	6 years
Margaret Norris, MTAS	9 years
Sandy Selvage, MTAS	23 years
Jim Slizewski, CIS	15 years
Lori Ungurait, LEIC	10 years
Rick Whitehead, MTAS	6 years
Johnny Winstead, CIS	16 years

NEW HIRES

♦ **CTAS**

Rebecca Lofty, Administrative Intern, Nashville

♦ **IPS CO**

Monda Alexander, Administrative Support Assistant, Jackson

RECRUITMENT

♦ **LEIC**

Program Manager III, Oak Ridge

DEPARTURE

♦ **IPS CO**

David Hall, Economic Development, Nashville

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105 Student Services Building
Knoxville, Tennessee 37996-0213
Phone: (865) 974-6621 • Fax: (865) 974-1528

JAN SIMEK
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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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David W. Hall

Serving the University of Tennessee
Institute for Public Service
October 1991 through December 2009

After 18 years with the UT Institute for Public Service (IPS), David Hall officially retired Dec. 31, 2009, but he was back at work several days later.

The former executive director of the UT Center for Industrial Service (CIS) will contribute to IPS for the next two years as a senior economic development specialist. As part of the economic development team, he will be looking at strategies for the automobile industry's supply chain as it goes through a tough period of adjustment, and at how Tennessee can become a leader in sustainable energy industries.

Hall began at CIS in 1991 and served as its executive director from 2004 until 2009. He started at CIS as a field engineer based in the Jackson office as the assistant director for West Tennessee and Manufacturing Extension Program operations and associate director of CIS. During his tenure with CIS, he worked diligently to see that CIS achieved ISO 9000 certification and to see the agency recognized by the Tennessee Center for Performance Excellence with the Achievement Level 3 award. He helped CIS grow into a well recognized organization that provides service to small businesses and manufacturers and contributes more than $750M in economic impact to the state of Tennessee.

The Bloomington, Ind., native earned his bachelor's degree in electrical engineering from Purdue University in August 1965. That same month, he became a commissioned ensign in the U.S. Navy supply corps, and just four days later, he married Priscilla Faye Lashbrook. The couple remained happily married until Priscilla's death in May 2009.

During his 26 years with the Navy, he served in many capacities including transportation and fleet support officer, senior assistant supply officer, supply officer and comptroller, mobile logistics officer and commander of the Defense Industrial Plant Equipment Center. He retired with the rank of captain in August 1991. During his Navy career, Hall was deployed to the Mediterranean with port calls in Spain, France, Italy, Turkey and Malta. He also had assignments in Jacksonville, Fla.; Vietnam; Norfolk, Va.; and was with the Defense Industrial Plant Equipment Center in Memphis when he retired from the military.

Also during his Naval career, he completed the Harvard Business School, Soldier's Field where he earned a master's degree and completed the U.S. Naval War College's School of Command and Staff.

In 2009, he was awarded with a Vice Presidential Citation at the IPS Annual Conference for his contributions to the institute.

Hall is the proud father of Alesia, Glen and David.

THE UNIVERSITY of TENNESSEE UT

INSTITUTE for PUBLIC SERVICE

"We are extremely grateful to Dave for everything he did for IPS and the Center for Industrial Services for 18 years. His passion for manufacturing and industry in Tennessee helped to shape CIS into the agency that is called upon by state companies. I am excited that Dave agreed to work with us as an economic development consultant for the next two years."

Dr. Mary Jinks, Vice President of Public Service

"Dave Hall is a tireless champion of the value of manufacturing. I appreciate his long-time leadership and contributions to CIS and welcome his continued support of Tennessee manufacturers and communities through his work on the Manufacturing's Future in Tennessee (MFIT) project."

Chuck Shoopman, Assistant Vice President, IPS

"There are many things that Dave did for CIS during his tenure here but one thing that sticks out in my mind about Dave is his use of Navy terms. After all, he had spent 26 years of his life as a Naval officer and he just couldn't help it. As a Navy veteran myself I knew what he was talking about, but many others did not. One of the terms he would use would be to give someone a "Bravo Zulu" when they had done something well. This is common in the Navy and it means to congratulate someone for a job well done. He would even use this in his monthly summary reports to CIS and the advisory board. But while everyone in CIS kind of knew that Dave was saying "well done," most had no idea what the terms he used really meant."

Bill Nusbaum, Tennessee Manufacturing Extension Program Director for CIS

"Having experienced the privilege of working for three CIS executive directors (Reuben Harris, T.C. Parsons and David Hall), I look back in wonder at all of the accomplishments of these three men. Each put their own thumbprint on the success of CIS today. Reflecting on the impact David Hall had on CIS, it is astounding! Under his guidance and leadership, CIS attained ISO certification; TNCPE Level 3 Quality Certification; and accolades from NIST MEP, DLA/PTAC and many other contractual partners for the quality of programs housed within the center. Much of this was due to the level of leadership he provided. David is, without a doubt, the most thoughtful, kind and level-headed person I have ever worked with. These characteristics allowed the CIS staff to pursue many new endeavors that at sometimes took UT IPS to the bleeding edge of "normal" program delivery.

"As CIS continued to grow under his guidance, David was always looking for another avenue to help Tennessee manufacturers. Without a doubt, David is passionate about manufacturing and its success. Anyone who received his well-known executive director's monthly newsletters looked forward to his assessment of the economic environment. He didn't fail to pull punches when needed but always sat back to evaluate situations and then would provide thoughtful guidance. This is the man I know and respect: David Hall — Visionary, Leader and Friend."

Becky Peterson, former CIS Business Manager