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The Exchange Newsletter

Institute for Public Service (IPS)

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Educators learn to RECOGNIZE METH EXPOSURE

> IPS congratulates **JINKS SCHOLARSHIP** WINNERS

Forums examine YOUTH DEVELOPMENT

A newsletter of The University of Tennessee

Institute for Public Service

2008

IPS staff among 2007 LGLP graduates

Twenty-nine county and municipal government leaders have successfully completed the 15th annual Local

Government Leadership Program (LGLP) sponsored by the University of Tennessee (UT) Institute for Public Service (IPS). UT faculty

and private



Three IPS employees were among the graduates of the 15th annual Local Government Leadership Program (LGLP).

consultants led the three-day, invitation-only program that focused on personal leadership, business etiquette, ethics, diversity and legal issues for local government. The program concluded Nov. 9, 2007.

"LGLP gives elected and appointed government officials the opportunity to

LGLP alumni or IPS staff. This year, three IPS personnel were invited to participate because of their daily involvement with local government, industry and law enforcement leaders.

meet with their peers statewide and discuss

problems and learn about effective leadership

Tom Kohntopp,

LGLP

by their peers,

innovative ways to solve community

Since its inception in 1991, there have been more than 380 graduates of the LGLP.

Completing LGLP 2007 were Blake Armstrong, administrative executive, Bolivar; Jeff Banyas, commissioner, Johnson City; Cindy Benefield, trustee, Lawrence County; Gene Bollinger, sheriff, Robertson County; Bill Brittain, trustee, Hamblen County; Omer Cox, city councilman, Oliver Springs; Heather Duncan, circuit court clerk, Coffee County; Michele Elliott, town attorney, Smyrna; Ronnie Erwin, alderman, LaVergne; Debby Francis, manager of accounts and budgets, Putnam County; Terry Fuller, commissioner, Paris; William Hayes Jr., mayor, Livingston; Calvin Hinton, assessor of property, Hardin County; Mark Lamb, appraiser, Bedford County; Libby McCroskey, legal consultant, UT County Technical Assistance Service, Nashville; Romeo Morrisey, program manager, UT Law Enforcement Innovation Center, Oak Ridge; Gregory Newman, director of parks and recreation, Sweetwater; JoAnn Parker, commissioner, Etowah; Gary Petree, training consultant, UT Municipal Technical Advisory Service, Knoxville; David Robinson, mayor, Selmer; Gwen Shelton, mayor, Fayetteville; Donna Simpson, county clerk, Bradley County; Andrea Smith, finance director, Franklin County; Bart Stinnett, director of emergency management/homeland security, Blount County; Jack Stockton, sheriff, Roane County; James Talley, mayor, Ducktown; Dennis Waldron, alderman, LaVergne; Marcy Walker, commissioner, Johnson City; and Sherry Witt, chief deputy, Register of Deeds Office, Knox County.

New technologies, skilled workforce can beat national manufacturing slump

FEBRUARY

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Not surprisingly, a recent University of Tennessee report indicates manufacturing jobs in Tennessee are mirroring a national trend of decline, but that same information lends strong support for a renewed emphasis on investing in high-technology education.

While analysts expected to see a continued decline in manufacturing jobs, the report is not a grim forecast for workers. UT is continuing to focus on educating a workforce that will entice progressive enterprises to locate in the state — and ultimately result in more and better-paying jobs.

The UT Institute for Public Service released the report on trends in manufacturing in late 2007. The study, conducted by the Center for Business and Economic Research (CBER) at UT Knoxville, focuses on the global and local environments in which manufacturers operate; trends across industries; and key strengths and weaknesses of different industrial sectors.

Among the findings, the report indicates a decline in the total number of manufacturing firms and the number of workers employed by manufacturers in Tennessee. Despite the reduction in the number of firms and number of

Educators learn to recognize meth exposure

The University of Tennessee (UT) Law Enforcement Innovation Center (LEIC) provided a unique training opportunity for Tennessee's schools during

November 2007. Six one-day sessions were offered throughout Tennessee on the warning signs of a student's exposure to methamphetamine.

The training was designed to increase awareness among school administrators, teachers, counselors,

resource officers and other appropriate personnel on issues related to children living in methamphetamine-affected homes. School personnel should know the signs and symptoms of children living in a home where methamphetamine is produced or used and learn appropriate strategies to intervene. In elementary age students, the exposure could be from parental drug use, whereas middle or high school student exposure could be experimentation or addiction to the drug itself. A two-pronged approach to reporting and intervening was addressed.

One participant in the Knoxville class commented, "I have attended three previous trainings on meth that were basically 'How to Make Meth.' This class was the first to address what signs we should be looking for in our students."

Funding for this training was provided by the Tennessee Department of Education, Tennessee Department of Finance and Administration, and Office of Criminal Justice Programs and is supported by the Governor's Methamphetamine Initiative Grant awarded by the state of Tennessee.

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TTDC, UT partner to expand assistance

Beginning Feb. 11, entrepreneurs and businesses across Tennessee that are interested in pursuing federal Small Business Innovation and Research (SBIR) and Small Business Technology Transfer (STTR) grants will learn about new assistance opportunities available through partnerships between the Tennessee Technology Development Corporation (TTDC) and UT's Institute for Public Service (IPS).

In a series of meetings planned for Memphis, Nashville, Chattanooga, Knoxville and Johnson City, officials of TTDC and Tennessee's SBIR Proposal Assistance Center will outline how qualified firms can secure new grant assistance from TTDC to help prepare SBIR grants. The SBIR Proposal Assistance Center can help these firms develop, submit and successfully complete their projects.

The UT Center for Industrial Services, an agency of IPS, operates the Tennessee SBIR Proposal Assistance Center.

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New technologies, skilled workforce

(continued from page 1)

workers, manufacturing remains the fourth largest employment sector, generating almost 20 percent of Tennessee's gross state product each year.

"While manufacturing employment and the number of manufacturing establishments have fallen, industrial output continues to expand, and workers continue to earn good wages and benefits," said Matt Murray, associate director of CBER.

"To stay competitive, manufacturers are investing in technologies and increasing production capacity. These investments mean new firm locations and expansions will continue to take place, and the need for a better-trained workforce to support increased production will remain," he said. "Policies that encourage investments in productive capacity and worker training will be essential to the survival and prosperity of Tennessee's manufacturing establishments in the years ahead," Murray said.

Despite nationwide job losses, 21 counties in Tennessee were able to show job gains between 1997 and 2006.

In fiscal year 2007, Tennessee companies reported more than \$868 million in economic impact as a direct result of working with UT's statewide Institute for Public Service. IPS' Center for Industrial Services helped businesses create or retain nearly 14,000 jobs, and the agency assisted more than 300 Tennessee firms last year.

"The university is working hard to help communities and businesses understand the changes to the economy and to overcome any potential negative effects the manufacturing decline might have on Tennesseans," said Charles Shoopman, director of statewide initiatives for IPS. "Research at the university is creating new technologies that can help manufacturers produce more durable goods quicker."

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IPS congratulates Jinks scholarship winners

The statewide University of Tennessee (UT) Institute for Public Service (IPS) has announced the first two recipients of the Mary and Jack Jinks IPS Scholarship, and both are students at UT Knoxville.

Anna Katherine "Katie" Hill received the first Jinks Scholarship at the IPS annual conference in October. Her scholarship is for this semester, spring 2008.

Laura A. Phillips received the second Jinks Scholarship for fall semester 2008.



Mary Jinks, Anna Katherine "Katie" Hill, Laura A. Phillips and Jack Jinks at the IPS Annual Conference in October 2007.

The Jinks Scholarship is awarded to a child or grandchild of an employee of IPS who attends any UT campus, has a record of community service activity and intends to pursue a career in public service. It is the first scholarship established at the institute and is named for IPS Associate Vice President Mary Jinks and her husband, Jack Jinks. The Jinkses are from Loudon.

Hill is the daughter of Mike Hill, program manager in the UT Law Enforcement Innovation Center, an agency of IPS. She is from Knoxville and is a freshman at UT Knoxville majoring in business administration.

Hill has volunteered with the Boys and Girls Club in Knoxville and East Tennessee Children's Hospital. Her volunteer activities have included the Fantasy of Trees at the Knoxville Convention Center, the Children's Hospital Surgery Center, the Great Rubber Duck Race and the Knoxville Open Golf Tournament. "At the surgery center (at Children's Hospital), I worked closely with young children who were recovering or rehabilitating from minor and serious operations," Hill said. "I loved working with the kids and assisting them during a very difficult time in their life."

Upon graduation, Hill hopes to pursue a job in marketing or promotions for a major company.

Phillips is the daughter of Beth Phillips, economic development specialist with IPS. She is from Knoxville and is a freshman at UT Knoxville.

"Both of my parents earned degrees from UT Knoxville, and my grandfather chaired the Department of Political Science for nearly 20 years," Phillips said. "Through my family, I have developed an appreciation for the importance of public service and leadership."

Phillips served as a class officer and student council representative in high school. She represented West High School at the Tennessee Association of Student Councils in Athens and the Southern Association of Student Councils Conference in New Orleans.

Phillips graduated high school a semester early and completed her freshman English requirements at Pellissippi State Technical Community College. She is active in the youth group at John XXIII Catholic Parish on the UT Knoxville campus. After college, she hopes to pursue a career in nursing.

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THE UNIVERSITY of TENNESSEE

Law Enforcement Innovation Center

Construction continues at the University of Tennessee (UT) Law Enforcement Innovation Center (LEIC) in Oak Ridge, with a 7,000 square-foot area being built out for LEIC's National Forensic AcademyTM (NFATM). In January, crews removed sections of concrete floor in order to build lab work stations. The NFA, a 10-week program for crime scene investigators, expects to move to Oak Ridge in the spring.

CTAS employees make a difference

Staff of the University of Tennessee (UT) County Technical Assistance Service (CTAS) adopted three families for Christmas 2007, donating more than \$1,600 to help the families.

Debbie Blanchard, CTAS program resource specialist, and Libby McCroskey, CTAS legal consultant, used about \$1,000 to purchase toys and clothing for the five children of the three families. Remaining donations paid for WalMart gift cards so the families could purchase food and other necessities. CTAS staff members wrapped the presents and arranged delivery before Christmas.

LaVergne Primary School's Title I Coordinator Laura Schofield recommended the families to CTAS. Although Schofield gathered the information about the children's sizes and wishes, a meeting kept her from participating in the gift distribution. She asked co-worker Cindy Roberts (wife of CTAS Field Service Administrator Robin Roberts) to help.

In a letter to CTAS, Roberts wrote: "Thank you for all you did for the three families at LaVergne Primary School. One mom told me recently that 'it made my Christmas brighter just knowing [my daughter] was happy.' I believe her statement sums up the feelings of all the parents." One mother was so moved she could barely speak, Roberts said. "She seemed to be holding back, but I could tell she was close to breaking down." She and a friend expressed their appreciation several times, Roberts said.

Parents of another child were also excited and very appreciative. They came to school to hear her class sing at a Christmas program and wanted to take special care that she did not see them load "Santa's gifts" into their car.

The mother and grandmother of another girl came to pick up her gifts. The mother is blind in one eye, has limited vision in the other, and is awaiting eye surgery. She, her children, and one grandchild live with the children's grandmother. The mother spoke of their difficulty living on the grandmother's fixed income.

"When I gave her the WalMart gift card, she was amazed," Roberts said. "She kept saying she didn't know who was responsible for all of this, but God bless them."

"Thank you again for all that you did — the gifts, the WalMart gift cards, and the time and effort you put forth to ensure that these children had a good Christmas. I can assure you that you did make a difference," Roberts said.

* * *



Forums examine youth development

Business and government leaders, educators, students and community citizens will meet across the state in February to discuss ways for Tennessee to develop its greatest resource: youth.

Each year, the Southern Growth Policies Board (SGPB) engages communities throughout the South in discussions on issues related to economic development. This year, the discussions will focus on ways to develop and strengthen the talents, vision and passion of youth. Two-hour community forums will be held in communities across Tennessee in partnership with the University of Tennessee (UT) Institute for Public Service (IPS), UT Extension, and state, regional and local partners.

"Developing youth leadership skills, workforce readiness, volunteerism and entrepreneurship is vital to the economic future of our state," said Mary Jinks, associate vice president of UT IPS.

"The university is focused on improving graduation rates statewide and making education attainable. By understanding youth development issues, we can help young people obtain a valuable education that will enable them to succeed in the workplace."

Community feedback will be used in developing SGPB's 2008 Report on the Future of the South, which is shared with governors and regional leaders in business and education, as well as a statewide report on youth development issues and opportunities. The nonpartisan SGPB was formed by Southern governors in 1971 to unite governors, legislators and business and academic leaders in discussions that encourage economic development in the South.

For more information on the forums, contact Beth Phillips at UT IPS at (865) 974-0268 or via e-mail at beth.phillips@tennessee.edu.

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GET TO KNOW...

Claire Marsalis, CTAS

Claire Marsalis is a new employee for the UT County Technical Assistance Service (CTAS). She started working on a temporary basis in the spring of 2007, and CTAS hired her as a program coordinator in January 2008. Marsalis will work with the training department to plan upcoming classes and conferences. Marsalis received her bachelor's



Claire Marsalis

degree in English from the University of Mississippi. Prior to joining CTAS, she worked as an assistant recruiter for a staffing firm in Jackson, Miss. She enjoys living in Nashville, but she is still eagerly awaiting her first country music star sighting. In her spare time, she likes to visit with family and friends and attempts to play tennis.

Marsalis says she accepted the job with CTAS because she has enjoyed working with the Nashville staff and assisting county officials with their training needs.

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Patty Wells, CIS

Patty Wells has joined the UT Center for Industrial Services (CIS) as senior registration assistant.

Wells is from Anderson, Ind., which is about 30 miles northeast of Indianapolis. She is a graduate of the "original" Anderson High School and attended Purdue University prior to marrying and moving to Oklahoma. She and her husband have a daughter and a son.



Patty Wells

With news of the Saturn plant opening in Spring Hill, the Wellses moved to Tennessee after being in Oklahoma nine years. Both Wells' children attended the University of Tennessee. Her son recently graduated. Wells' daughter now lives and teaches seventhgrade English in Texas.

Before coming to CIS, Wells worked at several banks and at Belk's department store in Murfreesboro. Wells says she looks forward to remaining busy with CIS registrations.

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Brenda Baker, CIS

Brenda Baker is the new administrative support specialist in the Center for Industrial Services (CIS) Nashville office.

Baker has been married for seven years and has a stepson and one grandson. She and her husband enjoy visiting area lakes and cooking outdoors. She is an avid UT football fan and attends several games each year in

Knoxville. Among Baker's many hobbies, she most enjoys working in her flower beds and hitting the wave pool near Opry Mills.



Brenda Baker

and helping shape new business development. For three years, Ridley managed the day-to-day business operations of music publishing, concert services and recordin

Keith Ridley, CIS

manager.

Keith Ridlev has returned to the

UT Center for Industrial Services (CIS)

as federal, state and technology program

Ridley spent two years with the Tennessee Valley Authority as the

manager of business ventures. He

recruited high-growth industries to

TVA's seven-state region, acquiring

financing for the incoming businesses

operations of music publishing, concert services and recordings at TMG Records. He also has worked for the Tennessee Small Business Development Center; as the chief executive officer for Pegasus Distributions, where he managed all operations and marketing functions of the small, five-employee business; and for the University of Louisville's Speed School of Engineering.

Ridley is a former employee of both CIS and UT's Municipal Technical Advisory Service (MTAS). He is from Nashville and is an avid British history enthusiast. He follows NCAA Final Four participants, is a self-proclaimed "Meet the Press" junkie, and collects epic movies. His movie collection includes a complete Oliver Stone anthology of which he is quite proud.



Keith Ridley

Staff Applause



Robin Roberts



Doug Bodary

To: CTAS Susan K. Atchley From: Robertson County Clerk

Steve Walker was the representative for Robertson County for many years. In Steve's absence, Robin Roberts stepped in on a temporary basis until a representative could be chosen for Robertson County. I found Roberts to be knowledgeable regarding any matter for which I requested his assistance. He was always professional and genuine in his concern regarding Robertson County issues. Please know that I feel he is a great asset to CTAS. I believe in giving compliments when they are deserved. It is rare to find people of Roberts' caliber. Our new representative, Doug Bodary, has taken the bull by the horns and has stepped in to fill some big shoes. I wonder if Bodary was personally trained by Roberts since I see many of the same qualities and sincerity that I witnessed in Roberts. Thank you for the help that is always provided to the great citizens of Robertson County and to the County Clerk Association.



To:

Kevin Lauer

Kevin Lauer, CTAS Bill Bullock, International Association From: of Fire Chiefs

Thank you for taking the time out of your busy schedule to assist the International Association of Fire Chiefs in our National Mutual Aid Consortium Meeting this past October. The meeting was a success due to your willingness to help take this country one step forward by assisting in a united effort through the collaboration of ideas, to produce a safer world for not only our citizens, but also for our first responders who put their lives on the line everyday. Once again, thank you for offering your expertise throughout your presentation. If there is anything we can do for you, please do not hesitate to contact us. We hope you enjoyed your time in Virginia, and gained valuable knowledge to take back to your organization and community. We look forward to working with you in the near future.

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To: From:

To:

Jennifer Benson



John Chlarson

Jennifer Benson, LEIC Sgt. Carmine Battista Bergen County Sheriff's Office Hackensack, NJ

I would like to again thank you for giving my department the opportunity to have your team instruct us on some basic crime scene procedures. Since that course I have taken photos properly of tattoos on an inmate. We have photographed several weapons and also just a day ago started to process a scene of an assault. Thank you.



John Chlarson, MTAS From: Greg Upham, Coordinator Storm Water Management Program Town of Smyrna

On behalf of the town of Smyrna, I would like to extend to you our deepest appreciation for the exemplary effort you made toward assisting the citizens of Smyrna in better understanding the importance of properly managed local runoff and protected/improved water quality of our receiving streams and groundwater resources. Please accept the enclosed certificate of appreciation (for your presentation at the Storm Water Advisory Committee Guest Speaker Forum) as a token of our gratitude. Your dedication and sense of responsibility for the welfare of our environment and water quality serves as a fine example for the citizens of Smyrna.



What do they do?

Here's another look at the day-to-day responsibilities of staff in the IPS central office in Knoxville. These staff members support all IPS personnel statewide and are employees of the system-wide Institute for Public Service, which is separate from the Knoxville academic campus.

Three individuals in the IPS CO are dedicated to delivering IPS' Leadership and Executive Development programs.

Through the Local Government Leadership Program, Tennessee Government Executive Institute, Tennessee Government Management Institute, LeadershipPlenty[®] and Tennessee Department of Transportation (TDOT)



IPS Leadership and Executive Development team members are (l - r) Macel Ely, Kasey Draney and Tom Kohntopp.

Executive Leadership Academy, IPS provides training to nearly 200 local and state government leaders each year.

These efforts are driven by Tom Kohntopp, Ph.D., Kasey Draney and Macel Ely. Whether making site reservations, establishing the curriculum or working with UT faculty and others who provide instruction in the programs, these three individuals make sure IPS delivers first-rate leadership training.

Programs address key issues in public management, organizational development, human resources, conflict management, customer service, negotiation, public relations, ethics and other important leadership skills.

Kohntopp manages the Leadership and Executive Development team. He helps facilitate the program sessions and collaborates with instructors and participating agencies to ensure the training is up-to-date, relevant and credible.

Draney has been with IPS since 2003 and has been involved in all aspects of planning and coordinating the leadership programs, including participant registration, materials preparation, and scheduling and logistics.

Ely helps facilitate training for Tennessee's senior-level managers and executive leaders. He heads the IPS Continuing Education Units Committee and makes sure all courses meet the standards for the International Association for Continuing Education Training (IACET).

In addition to their ties to IPS Leadership and Executive Training, Draney, Ely and Kohntopp have one special affiliation — all are University of Tennessee alumni. Their UT history and combined experience make them tremendous ambassadors for the university. So, if you don't see them in the central office, they are helping Tennessee's government professionals meet the challenges of public service.

IPS February Calendar of Events

CIS

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Feb. 4	Six Sigma Green Belt (Week 1 of 2), Nashville
Feb. 6	OSHA Written/Training Program Reg., Knoxville
Feb. 12	OSHA Written/Training Program Reg., Nashville
Feb. 13	Clandestine Meth Lab, Nashville
Feb. 19	30-Hour OSHA General Industry, Nashville
Feb. 25	Six Sigma Black Belt (Week 1 of 4), Knoxville
Feb. 26	Industrial Hygiene Made Easy, Nashville
Feb. 26	Industrial Hygiene Monitoring Equipment Exercises, Nashville
Feb. 28	Industrial Hygiene Made Easy, Jackson
Feb. 28	Industrial Hygiene Monitoring
	Equipment Exercises, Jackson
CTAS	
Feb. 5	County Purchasing Workshop, Jackson
Feb. 6-7	County Budget Workshop, Nashville
Feb. 12	County Purchasing Workshop, Knoxville
Feb. 15	What Does Green Mean?, Knoxville
Feb 27	County Purchasing Workshop

Feb. 27 County Purchasing Workshop, Franklin

TELA Forum, Nashville

IPS CO Feb. 14

LEIC	
Feb. 5	LifeSkills Training, Knox County Schools
Feb. 5	Second Step Training for Elementary Schools, Nashville
Feb. 6-7	Transit Oriented Screening of Passengers by Observation Techniques, San Diego, Calif.
Feb. 11-12	Executive Briefing on Terrorism, Woodstock, Ga.
Feb. 11-12	Responding to Student Threats of Violence, Cookeville
Feb. 11-12	Transit Oriented Screening of Passengers by Observation Techniques, San Diego, Calif.
Feb. 11-15	Law Enforcement Threat and Vulnerability Training, Woodstock, Ga.
Feb. 12-14	Transit Terrorist Tools and Tactics, San Diego, Calif.
Feb. 20	Second Step Training for Elementary Schools, Nashville
Feb. 25	Student Disciplinary Hearing Authority Conference, Franklin
Feb. 26-28	Transit Terrorist Tools and Tactics, St. Petersburg, Fla.

MTAS

Feb. 1	Communicating, Coaching and
	Counseling, Springfield
Feb. 4	Communicating, Coaching and
	Counseling, Cleveland
Feb. 5	Conflict Management, Bartlett
Feb. 5	Delegation Skills, Cleveland
Feb. 5	Performance Measurement,
	Johnson City

Feb. 6	Customer Service, Bristol
Feb. 6	Making Effective Decisions,
100.0	Cleveland
Feb. 6	Conflict Management, Jackson
Feb 6	Making Effective Decisions,
100.0	Johnson City
Feb 7	Developing Teamwork, Cleveland
Feb. 7	Making Effective Decisions,
100.7	Johnson City
Feb. 8	Planning and Organizing, Springfield
Feb 11	Making Effective Decisions, Portland
Feb. 12	Conflict Management, Knoxville
Feb. 13	Performance Management, Bristol
Feb. 13	Conflict Management, Johnson City
Feb. 15	Delegation Skills, Springfield
Feb 19	Conflict Management, Collegedale
Feb. 19	Human Resource Overview,
	Maryville
Feb. 20	Motivating Your Workforce, Bristol
Feb. 20	Conflict Management, Cookeville
Feb. 20	Developing Teamwork, Johnson City
Feb. 20	Human Resource Overview,
	Maryville
Feb. 21	Conflict Management, Franklin
Feb. 21	Developing Teamwork, Johnson City
Feb. 22	Communication Skills, Springfield
Feb. 25	Developing Teamwork, Portland
Feb. 27	Conflict Management, Bristol
Feb. 29	Making Effective Decisions,
	Springfield

Recruitments

Administrative Specialist, Knoxville Economic Development Specialist, Nashville

CIS_

Manufacturing Consultant, Nashville
Field Consultant, Nashville

LEIC

Specialist II, Oak Ridge Manager III, Oak Ridge Accounting Assistant, Oak Ridge Curriculum Specialist I, Oak Ridge Coordinator I, Oak Ridge

MTAS

Program Resource Specialist, Nashville Municipal Management Consultant, Knoxville (3) Finance and Accounting Consultants, Knoxville, Nashville and Jackson

Staff Departure

IPS CO

Charlotte Brooks, Knoxville

Service Anniversaries

Kim Arms, CIS	12 years
Deborah Barber, CIS	1 year
Kristy Brown, CTAS	1 year
John Erdmann, CIS	9 years
Thaddeus Grace, IPS CO	21 years
Brian Lane, CIS	19 years
Kevin Lauer, CTAS	5 years
Margaret Norris, MTAS	7 years
Sandy Selvage, MTAS	21 years
Lori Ungurait, LEIC	8 years
Rick Whitehead, MTAS	4 years
Johnny Winstead, CIS	14 years

New Hires

IPS _

Susan Robertson, CO, Knoxville Andre Temple, Martin

CTAS, Nashville

Ashley Friend

LEIC, Nashville

Katrina Jimerson

MTAS, Knoxville Ken Cox



The EXCHANGE is a newsletter of The University of Tennessee Institute for Public Service 105 Student Services Building Knoxville, Tennessee 37996-0213 Phone: (865) 974-6621 • Fax: (865) 974-1528

> www.ips.tennessee.edu DR. JOHN PETERSEN President

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