

## STRATEGIC PLAN 2010-2015

### OVERVIEW

The University of Tennessee Center for Industrial Services (UT CIS) is an agency of the UT Institute for Public Service (IPS). IPS is the university's principal outreach arm to governments and industry.

UT CIS focuses on business and industry. UT CIS encompasses the Tennessee Manufacturing Extension Program (TMEP) and other federal, state and technology-based programs (FSTP), including the Procurement Technical Assistance Center (PTAC), the Manufacturing Research and Development Institute (MRDI), the Economic Development Administration (EDA) University Center (UC), and federal, state and customer supported environmental, safety and health programs. A single finance and administration staff supports the operations of CIS.

### VISION

Be the premier provider and facilitator of technical assistance to Tennessee's businesses and industries.

### MISSION

Help Tennessee's businesses and industries improve their competitiveness in order to provide good jobs and a high quality of life for Tennesseans.

### VALUES

- Customer-oriented focus on CIS activities, including our internal customers
- Highest levels of honesty and integrity with customers and employees
- Maintain the highest traditions of the university, IPS and CIS
- Provide exceptional customer value (in terms of economic impact and customer satisfaction)

## **EXTERNAL GOALS (ACHIEVE BY YEAR END 2013)**

**Goal One: Provide diversified, value added and customer-focused services to meet customers' competitive demands of today and tomorrow.**

1. Achieve targeted customer-reported economic impacts annually.
  - Grow the Procurement Technical Assistance Center (PTAC).
  - Grow the Tennessee Manufacturing Extension Program (TMEP).
  - Grow smaller, customer-supporting programs (EDA, UC, MRDI, etc.) in range and depth.
2. Achieve overall market penetration of targeted CIS customers by retaining existing customers and serving new customers.
  - Activate a "big industry" forum.
  - Deliver "cutting edge" services to CIS customers.
  - Link CIS strategically with business incubators across Tennessee.
  - Annually assess relevance of service mix.
  - Develop and grow service areas in energy and environment ("green").
3. Become the initial provider of choice for customer needs in Tennessee.
  - Increase the focus and effectiveness of marketing activities.
  - Expand on existing partnerships and form new partnerships both within and outside Tennessee.

## **DASHBOARD/PERFORMANCE METRICS**

1. Customer-reported economic impact
  - a. Measurement unit: dollars, in millions
  - b. Target: \$825 million
  - c. Responsible: TMEP and PTAC program managers

**Goal Two: Position CIS as the premier Tennessee leader in technology deployment for existing and emerging industries.**

1. Become the leading link between intellectual properties developed within the university and the potential users of these properties in Tennessee business and industry.
  - Establish a process similar to the Y-12 technology transfer activity of the early 1990s to assist industry in technical problem solving and in receiving technical advice; identify a funding source for this effort.
  - Conduct, sponsor and facilitate introduction between existing and potential principal investigators and commercial interests.
  - Establish specific measurements for evaluating the effectiveness of technology transfer activities.
2. Become an effective bridge between the needs of Tennessee industry and the capabilities to meet those needs available from the Oak Ridge National Laboratory, the Oak Ridge Security Complex and other leading federal and private technology resources.
  - Perform root cause analysis to determine why technology transfer has been so difficult and to help remove obstacles to technology transfer.
  - Establish a business model between CIS and selected research facilities that have licensable technologies to facilitate “lab to slab” transfers.

**DASHBOARD/PERFORMANCE METRICS**

1. Market Penetration
  - a. Measurement units:
    - Number of and activities with first time customers
    - Number of and activities with repeat customers
    - Number of current customer referrals of new customers
    - Number of new customers generated by each marketing method
  - b. Target: Service to 25 percent of targeted customers annually
  - c. Responsible: TMEP and FSTP program managers
2. Customer awareness of technology transfer services
  - a. Measurement units:
    - Number of technology transfer customers who call UT CIS first (rather than last)
    - Number of technology transfer customers UT CIS introduces to faculty and other principal investigators (and vice versa)
    - Positive responses to customer follow-up surveys
  - b. Target: Minimum of 4.5 (out of a possible 5.0) average customer satisfaction. Other measures to be determined.
  - c. Responsible: TMEP and FSTP program managers

3. Staff, Advisory Council, and other CIS benchmarking and inputs on technology transfer
  - a. Measurement units:
    - Number of staff suggestions received and implemented
    - Number of Advisory Council members visited in-plant, suggestions and input received, and actions taken
    - Number of other Centers (PTAC and MEP) visited for benchmarking
  - b. Targets:
    - At least one technology transfer improvement suggestion from each field consultant
    - Center management team visits to all Advisory Council member facilities at least once each year
    - At least two successful technology transfer centers visited annually for benchmarking
  - c. Responsible:
    - Field consultants for at least one suggestion to improve technology transfer annually
    - CIS management team and Advisory Council members to schedule plant visits
    - PTAC and TMEP program managers to schedule appropriate benchmarking visits

## **INTERNAL GOAL**

### **Goal Three: Be a top performer in all measurements.**

1. Meet all university and Institute for Public Service performance goals.
  - Continue to refine internal management systems to improve their effectiveness and efficiency.
2. Maintain “top performer” status in all federally sponsored programs (TMEP, PTAC, NPDCC, TENTNET, UT UC, SBIR/STTR, etc.).
  - Position CIS as a “Top 10” center in all major federal programs.
  - Identify, recruit, develop and retain motivated and highly-effective staff as members of the CIS team.
3. Achieve necessary growth and diversification to ensure CIS stability and sustainability.
  - Engage management, staff, and Advisory Council in identifying new funding sources, including voluntary contributions to CIS endowment funds.

## **DASHBOARD/PERFORMANCE METRICS**

1. Attain or remain in “Top Ten” status.
  - a. Measurement units: Numerical standing (where such standing can be determined) among similar centers nationally
  - b. Target: Be in top 10 percent of all comparable centers
  - c. Responsible: All federal program managers
2. Maintain high level of retention of skilled staff.
  - a. Measurement units: Staff voluntary turnover as a percentage of overall staff
  - b. Target: 5 percent or less of staff voluntarily turning over annually
  - c. Responsible: CIS management team
3. Explore additional or higher levels of certification or registration, such as the National Malcolm Baldrige Award.
  - a. Measurement units:
    - Number of certifications/registrations/awards investigated
    - Of certifications/registrations/awards explored, number that are appropriate for further CIS pursuit
    - Of certifications/registrations/awards pursued, number attained
  - b. Targets:
    - Identify and pursue at least one additional certification/registration/ award every two years
    - Attain one new certification/registration/award every four years
  - c. Responsible: CIS resource manager (lead) and CIS management team (support)