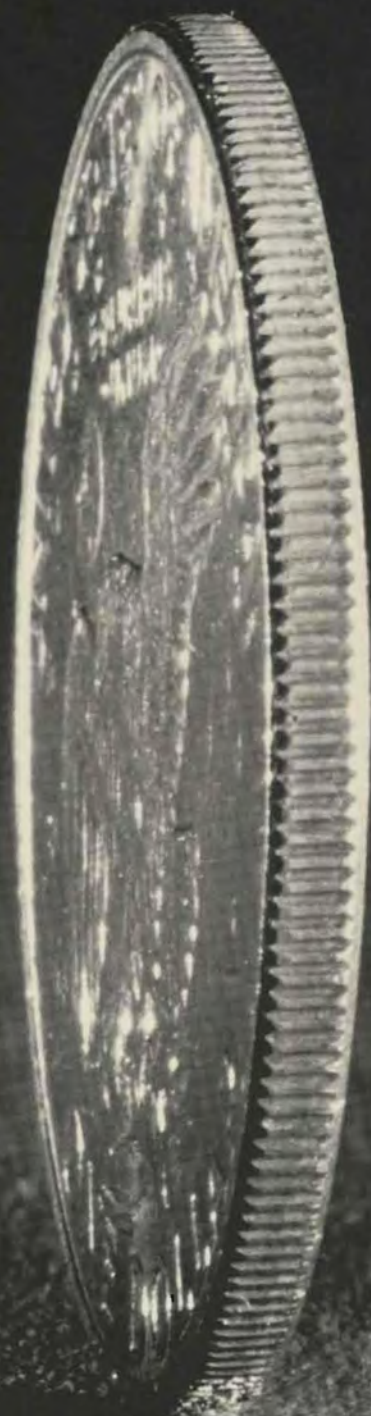


The University of Tennessee Record

1980-81 ANNUAL REPORT OF EDWARD J. BOLING, PRESIDENT, THE UNIVERSITY OF TENNESSEE
TO THE BOARD OF TRUSTEES, JUNE 18, 1981

1980-81:
ANOTHER
LEAN
YEAR





THE BOARD OF TRUSTEES, 1980-81

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1980-81: Another Lean Year

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KNOXVILLE

The year 1980-81 was another in a lengthening series of "lean years" for The University of Tennessee.

Since the mid-1970s, the institution has contended with slowed enrollment growth and tight budgets. In 1980-81, the University suffered a double blow. Inflation continued to erode the value of dollars allotted to the University by the state and other sources. Impoundment of \$6.2 million in state appropriations was a serious blow to quality teaching, research, and public service.

This double burden of inflation and impoundment has created major problems in a number of areas, and these problems draw our attention to the following specific points.

1. The University of Tennessee cannot long continue as a quality institution at the current level of state support.

Because of the cumulative effect of the past half-dozen lean years, the University faces an uncertain future—unless state government recognizes the possible consequences of a continuation of the current inadequate funding levels.

2. Most new tax money goes for salary increases, to the detriment of our operational budget; but salaries and faculty retention remain a problem.

While it is true that state appropriations have risen steadily since the mid-1970s (from \$83,900,000 in 1974 to a pre-impoundment \$130,290,000 in 1981), much of the increase has gone into mandated and badly needed pay raises. Even with annual pay increases, University salaries have been outstripped by inflation. Although the professor, administrator or maintenance worker receives a salary substantially higher than that of eight or ten years ago, he or she actually has less take-home pay.

These badly needed raises have consumed most of the "new money" allotted by the state, and other operating needs, such as library materials and instructional equipment, have suffered.

For the past half-dozen years, faculty and administrators and staff have worked with departmental budgets de-



UT President Edward J. Boling

pleted by inflation. Any fat has long since melted away. Belts have been tightened past the last notch. "Do more with less" has become a way of life.

Under the circumstances, faculty and staff morale generally has been good. Unfortunately, a number of our outstanding faculty members are leaving in 1981-82 for positions at other universities and in industry, at salaries we cannot now match. But everyone realizes the extent of the nation's economic problems and that other states and other public universities are having problems similar to ours. They are familiar with the state's inadequate tax base, which limits the ability of the Governor and legislators to help us.

3. Repeated fee increases are placing an unreasonably heavy burden upon our students.

Inadequate revenues have caused repeated increases in student fees since the mid-1970s, and budgetary restrictions in the year ahead will force us to recommend raising them again for all of 1981-82. In the past eight years, maintenance fees have been raised six times. In those years, 1974 to 1981, undergraduate fees at Knoxville, for example, have gone from \$118 to \$211 per quarter, a 78 percent increase. Graduate, professional school, and out-of-state fees have increased to a greater extent and, in some instances, by much higher percentages. Quarterly in-state fees in the College of Medicine, for instance, have risen from

\$325 in 1974 to \$970 in 1981-82, up 198 percent.

We have been forced to pass on to students the added operational costs which state appropriations fail to cover to such an extent that I fear many young Tennesseans may no longer have access to a college education.

Today our fees are near the average among our sister institutions in the Southeast, but The University of Tennessee stands dead last in per-student state tax appropriations. Fees and appropriations should rank more nearly the same in relation to other regional institutions.

4. These problems are forcing us to practice "enrollment management."

For generations the University's doors have been open to all students who desire a college education and are capable of doing college-level work. Because of the financial problems previously alluded to, we are obligated to limit enrollments at some of our campuses to maintain quality programs.

Enrollment at the Knoxville campus will be reduced by 1,000 students in the coming academic year, and reductions also are being made in the College of Veterinary Medicine and in some programs at the Center for the Health Sciences. No reductions are being made this year at the Martin and Chattanooga campuses.

While 1980-81 might be considered among "the worst of times," the year also had its successes. The institution made progress despite inflation and impoundment, which testifies to the efficiency and hard work of its faculty, students, staff, and administrators. The successful completion of the *Tennessee Tomorrow* campaign was a highlight of the year. The gifts from alumni and friends of the University will help support academic, research, and public service efforts throughout the institution for years to come and especially will provide badly needed scholarships and salary supplements.

The progress made during the year, as well as the needs that must be filled if the institution is to continue offering quality programs, is reflected in the following reports of the campuses and units.

Dougherty Engineering Building is in the foreground of this view of construction in progress at the 1982 World's Fair site near the Knoxville campus. A UTK coordinating committee is working to help the campus take advantage of enrichment opportunities and to minimize inconveniences associated with the fair.



Dr. Paul Huray, physics professor, left, and Dr. Joseph Peterson, chemistry professor, are among UT and Oak Ridge scientists studying a chemical bonding technique which could aid in the safe disposal of radioactive waste.



Quarterly displays honoring UTK's top graduates remind the community that "America's Energy Is Mindpower." Higher education's national "Mindpower" campaign continues through 1982.

Knoxville

Planning was a key concern at UT Knoxville during 1980-81. Careful planning was essential in efforts to

- Develop strategic goals for the future;

- Ensure a more reasonable relationship between University resources and the number of students that can be accommodated;

- Meet critical needs for library space and faculty and staff salaries;

- Help the campus take advantage of enrichment opportunities and minimize inconveniences associated with the 1982 World's Fair in Knoxville; and

- Build on the success of *Tennessee Tomorrow* to increase private support.

"UTK Long-Range Plans," a major document issued in 1980, sets forth strategic plans for the campus in 13 major areas. After the plans were developed by planning task forces and reviewed by the Faculty Senate, they served as the basis for UTK's reaccreditation visitation by the Southern Association of Colleges and Schools.

Enrollment Reduction

UTK's fall quarter enrollment was 30,282. Enrollment and funding pressures led to a decision to reduce enrollment by 1,000 students in 1981.

The University tightened admission requirements for freshmen, transfer students (particularly those seeking to transfer from community colleges before earning associate degrees), and for students seeking readmission who have not met minimal academic standards in previous quarters.

A late summer deadline also was established for fall admissions to permit earlier adjustment of class selections and teaching loads.

Library Plans and Needs

A study of library space needs resulted in the recommendation of a 250,000 square foot addition to the John C. Hodges Undergraduate Library, making it the principal circulation library.

The 50-year-old James D. Hoskins Library would continue to house special



collections, archival materials, the Science/Engineering Library, Map library, and provide expansion capability for the College of Law library.

Substantial funding for renovation of older facilities is critically needed for the next decade. If such renovation cannot be accomplished, rehabilitation of deteriorated structures will be incredibly costly later on.

Need for State Support

Faculty Senate representatives from UT Knoxville and six other public colleges and universities met in Nashville to urge more adequate state funding for higher education. Their presentations reinforced the University's emphasis on improving funding to maintain educational quality.

Despite some improvements in recent years, the latest comparisons show UTK has fallen to last place in per-student funding and faculty salaries among the 14 comparable state universities in the Southeast. More than 40 faculty are leaving this year for significantly higher paying positions at other schools.

Plans for World's Fair

Members of the campus community have been working for months to develop linkages between the University and the 1982 World's Fair. Faculty, staff and students on UTK's World's Fair Coordinat-

ing Committee are helping assess the fair's impact on academic programs and student life, planning to make the best use of University facilities, and encouraging cross-cultural programming.

Tennessee Tomorrow

UT Knoxville surpassed its \$16 million *Tennessee Tomorrow* goal by \$700,000, and the UT Space Institute—a graduate and research unit of the Knoxville campus—received an additional \$7.4 million in the University's private giving campaign.

Volunteer leadership from alumni and friends and "family campaign" support from faculty and staff were crucial factors in the campaign's success.

Goals in three areas—professorship salary supplements, student financial aid, and faculty development—were attained. Goals for library acquisitions and the performing arts were not met, but fund raising in these areas continues. Two campus campaigns started after the official beginning of *Tennessee Tomorrow* also continue.

The \$1.25 million College of Law Campaign, initiated two years ago, will conclude in the fall of 1981. The special challenge grant from the National Endowment for the Humanities runs until July, 1983. Under this program, the National Endowment will give the University \$1—up to \$1 million—for every \$3 raised in private funds to support humanities programs.

UTK's efforts to build on the success of *Tennessee Tomorrow* included the first general fund-raising solicitation ever in the College of Liberal Arts and a \$10,000 gift for minority scholarships from the Magnolia Federal Savings and Loan Association of Knoxville, one of two minority-owned savings and loan firms in Tennessee. A Collegiate Development Group was formed to help UTK's individual colleges become more involved in fund raising.

Academic Program Developments

UTK originated a faculty exchange program which will involve 25 major Southern universities.

A Faculty-Curriculum Development project brought together 300 faculty from many departments for regular study group discussions. The program was held in conjunction with a campus-wide study of general education.

During winter quarter, a weekly seminar series on various aspects of faculty development also attracted cross-disciplinary participation.

The School of Architecture developed an endowment fund for student scholarships and a recognition program for outstanding students.

A new approach to teaching introductory economics courses in the College of Business Administration increased contact between faculty and lower-division students and improved teacher training for doctoral students.

An 11 percent enrollment increase in the College of Communications made it the nation's seventh largest communications education program. The addition of new video display terminals allowed students to gain valuable experience on equipment used in modern newsrooms.

The College of Education established graduate programs in educational administration and supervision at Martin and Chattanooga. The American Psychological Association awarded provisional accreditation to the doctoral program in counseling psychology.

New Engineering Dean Named

Dr. Robert Weaver, head of the Department of Chemical Engineering at Tulane University, was named dean of UTK's College of Engineering. His appointment fills the vacancy left by the death of Dr. Fred Peebles in 1980.

The College of Engineering joined the UT Computing Center and the Graphics Interest Group in establishing a computer graphics laboratory in Ferris Hall. The facility helps students and faculty make problems in many disciplines easier to understand by translating numerical data into visual displays.

Academic Programs

A professional business manager in the College of Home Economics has helped increase efficiency of support operations and facilities management.

The UTK College of Law continued to lead Tennessee law schools in percentage of graduates passing the state bar exam. In the fall of 1981, the college will change from the quarter to the semester system.

Qualitative improvements in the College of Liberal Arts included steps to

expand its advising program; upgrade the introductory general biology sequence; reduce the size of introductory classes in English and mathematics; revamp the history curriculum; add a political science honors program; and offer an undergraduate social work option in human services.

The National League for Nursing granted continuing accreditation to the College of Nursing's baccalaureate program and initial accreditation to the master's program.

The Graduate School of Planning received renewal of accreditation by the American Planning Association. The Graduate School of Library and Information Science worked with an advisory committee of specialists from the professional community to review and revise course offerings.

The School of Social Work established part-time programs in graduate social work education at its three branches and developed a concentration in industrial social work.

Research

UT Knoxville received nearly \$33 million in research grants and contracts from the public and private sectors during the 1980 fiscal year, and it continues to rank among the nation's top 50 or 60 universities in federally sponsored research

and development.

Virtually every college and unit was successful in obtaining research funding. The College of Liberal Arts has experienced particularly dramatic research growth, with grant and contract revenues more than doubling in the past three years.

The UT Research Corporation, originally formed to administer patent and copyright activities on behalf of UT researchers, has expanded its role to include administration of specialized research centers, such as the Institute of Aural Rehabilitation and the Mid-South Anthropological Research Center.

Dr. Edward Lumsdaine, an internationally known leader in solar energy research, returned to UTK to serve as director of the Energy, Environment, and Resources Center. He was a member of the mechanical and aerospace engineering faculty, 1972-77.

UTK physics and chemistry researchers joined with scientists from Oak Ridge National Laboratory to study a chemical bonding process which could lead to the development of a permanent and safe way to dispose of radioactive waste.

A \$220,000 contract from the U.S. Department of Labor established a Construction Labor Demand System office at UTK to analyze economic and labor market



Student Orientation Assistants and Freshman Aid Coordinating Team volunteers provide information at the beginning of each quarter and peer counseling and tutorial services throughout the year.

ets for construction and energy-related industries.

The University signed an agreement with the National Park Service to continue ecological and environmental research in the Great Smoky Mountains.

The College of Law acquired a LEXIS terminal, an advanced computerized legal research resource, placing the college among the nation's leading law schools in legal research capability.

A psychology researcher received international recognition for his study of privacy in the office environment and its effect on productivity and job satisfaction.

At the UT Space Institute, an engineering science professor is helping plan an experiment to be carried out aboard NASA's space shuttle. The research on atmospheric circulation is intended to aid in predicting changes in weather patterns.

A physics and astronomy professor used information from radio astronomy and planetary probes to detect methane in interstellar space and sulphur dioxide on a moon of Jupiter.

Public Service

The Knoxville Commuter Pool, operating through the UT Transportation Center, was the only metropolitan-sponsored ride sharing organization in the nation to receive the President's Award for Energy Conservation. Last year the program saved Knoxville area residents more than 1.6 million gallons of gas and more than \$4 million in transportation costs.

The Legal Clinic continued to provide legal assistance to low-income persons while giving law students clinical experience. The clinic handled 2,900 civil cases in four Tennessee counties last year.

The School of Social Work presented advanced courses for Tennessee Department of Human Services foster parents in all sections of the State.

Through "Project Mainstream," a professor in the Department of Special Education and Rehabilitation worked full time for a quarter in a community program for emotionally disturbed children.

The Graduate School of Planning Research Center developed prototype economic development programs for communities in the Southeast and designed programs to protect water quality in the Tennessee River Basin.

College of Communications faculty and UTK Office of Public Relations staff held a regional workshop on public relations for non-profit organizations.

A summer "Elderhostel" program offered older citizens an opportunity to spend a week on campus taking enrichment courses.

The Kingsport Graduate Program initiated a series of management development seminars at the Kingsport University Center.

Student Achievements

A UTK Graduate School of Planning student earned first prize in the American Planning Association's national competition for excellence in student projects. UTK students in nuclear engineering won the 1980 National Graduate Student Design Competition sponsored by the American Nuclear Society.

The Arnold Air Society squadron at UTK was named the most outstanding medium-size Air Force ROTC program in the nation. The Pride of the Southland Marching Band was one of only 20 bands from throughout the country to march in the 1981 Presidential Inaugural Parade.

UTK track athletes set a world record in the men's 440-meter shuttle relay at the 10th Annual Tom Black Track Classic. Four Lady Vol teams earned national rankings—first in outdoor track, second in basketball and indoor track, and sixth in cross country. UT men won the Southeastern Conference All-Sports Championship. The track team placed first in the SEC and the basketball team reached the NCAA playoffs.

Campus Life

Because of the volunteer leadership and monetary contributions of faculty, staff, and students, the 1980 Campus Chest campaign was the most successful in the University's history. Nearly \$104,000 was raised for community service programs.

The 10th anniversary of the Clarence Brown Theatre was celebrated with an opening night performance of the theatre's 57th production and an "anniversary gala" reception.

Judge Otis Higgs of Memphis worked as a consultant on improving race relations at UTK. Academic deans and other administrators took part in seminars on affirmative action programs and ways to develop a more hospitable environment for minorities.

Student Development Services established an academic support unit in the Black Cultural Center, a program for teaching science to visually and orthopedically handicapped students, and a project to diagnose reading problems.

The Commission for Women initiated an awards program to recognize "Women of Achievement" in the campus community.

In observance of the International Year of Disabled Persons, the Office of Handicapped Student Services sponsored "Access Week" activities to teach the community about potentials, rights, and needs of handicapped persons.

A student security force was established to help UTK police reduce campus crime. The students, who patrol in the evenings around centers of pedestrian traffic, have no enforcement powers but report incidents to regular officers.

"Volunteer Community," an experimental mini-residential college involving 95 residence hall students, proved successful in promoting student retention.

Orientation and pre-registration programs for freshmen and transfer students were offered every quarter. The Undergraduate Academic Council and the Financial Aid Office cooperated in improving financial aid applications.

The International House established a community advisory board and a "friendship family" program to help international students feel more a part of the local community.

Cost Savings

In response to budget impoundments and the impact of inflation, UTK halted or deferred numerous maintenance projects.

To cut costs, many positions which became vacant in the Physical Plant Department were not filled. As a result the staff responsible for cleaning grounds is 30 to 50 percent smaller at UTK than at comparable universities, and the size of the building custodial staff is about half the national average.

An \$11 per quarter health component was added to the student programs and services fee, making Student Health Services essentially self-supporting.

Student participation in energy conservation efforts helped hold down rate increases in residence halls. An energy conservation contest among the halls resulted in savings of nearly \$13,000 in the first four months of 1981.

The campus is working toward a totally new telephone system which will ensure better service and huge cost avoidance over the next decade. A centralized copying machine program has produced savings in excess of \$75,000.

These steps help to place all funds possible in academic programs.

Center for the Health Sciences

Administrative changes, including the appointment of a new chancellor and vice president for health affairs, were an important part of 1980-81 at the Center for the Health Sciences.

Dr. James C. Hunt, formerly dean of the College of Medicine, became UTCHS chancellor and vice president for health affairs in the University system on January 1 following Dr. T. Albert Farmer's resignation to become chancellor of the University of Maryland at Baltimore.

Other promotions included: William R. Rice, named associate vice president for health affairs; Robert L. Blackwell, appointed vice chancellor for business and finance; and Dr. Robert L. Summitt, named dean of the College of Medicine.

An advisory committee is seeking a dentistry dean to replace Dr. Jack E. Wells, who died in March. The College of Nursing lost its dean in March also when Marie Josberger asked to be relieved of administrative duties.

Private Gifts

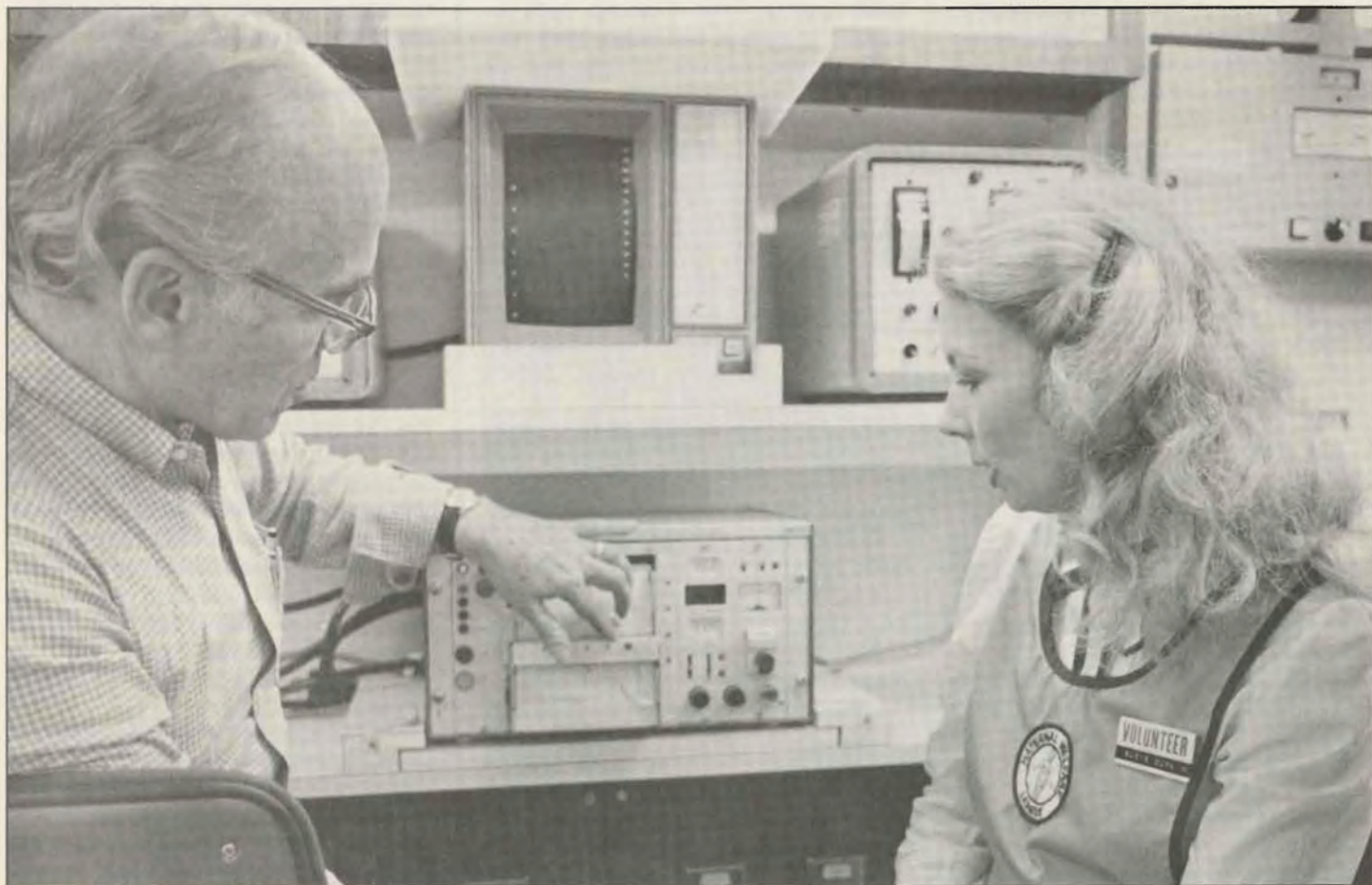
Although inflation and a 5 percent impoundment of state funds limited progress in most areas, private funds supported these significant accomplishments:

- The College of Medicine received more than \$550,000 for academic enrichment from the estate of Dr. Hugh Doggett and Mrs. Grace D. Doggett. Dr. Doggett was an alumnus of the college.

- The Robert Wood Johnson Foundation awarded a \$329,839 grant to the College of Medicine to improve maternal and newborn care in three West Tennessee counties which are short of health care providers and have high infant mortality rates.

- Abe Plough and the Plough Foundation established a \$250,000 endowment in the College of Pharmacy. Under terms of the agreement, the University will match the \$250,000 over a 10-year period. In 15 years, all the matching monies will be paid back.

- The Administration of Aging awarded an 18-month planning grant of \$150,000 for a long-term care gerontology center. This multi-disciplinary program is



A new 30-foot long mobile intensive care unit for infants went into operation in the fall of 1980, transporting critically ill newborns from outlying hospitals to the UT Newborn Center at City of Memphis Hospital. Dr. Sheldon Korones, center director, shows a volunteer with the Maternal Welfare League a transcutaneous oxygen sensor donated by the league for use in the van.

under the direction of the Department of Community Medicine and involves medicine, physical therapy, occupational therapy, nursing, social work, speech therapy and dietetics.

- Dr. Charles Verstandig, a prominent College of Medicine alumnus, established the Charles C. and Mary Elizabeth Verstandig Distinguished Visiting Professorship in honor of his wife. It became the second distinguished visiting professorship in the UT College of Medicine.

- The Harwell Wilson Distinguished Visiting Professorship commemorates Dr. Wilson's contributions and dedication as a teacher and chairman of the Department of Surgery. The endowment, which also provides for an annual lecturer, was established by friends and colleagues of Dr. Wilson.

- The UT National Alumni Association gave \$24,000 to help establish a Medical History Room in the new Library Nursing Building. The room will house the University's collection of medical history.

- Ruth Neal Murry, former dean of the College of Nursing, made a gift to the college to promote faculty development. This is the first endowment in the college's history.

- The R.R. Overman Lectureship was established by former students, colleagues, and friends of the former professor and administrator. Another endowment provides for the Robert D. and Alan W. Moreton Lectureship on Oncology.

Jackson Family Medicine Center

Another link in the UTCHS statewide chain of training and care facilities was forged with the dedication in August of the Family Medicine Center in Jackson. Built on land donated by the board of trustees of the Jackson-Madison County General Hospital, the center took three years to build at a cost of about \$1 million.

The center provides residency training and works closely with the Jackson-Madison County Hospital in professional education.

High Test Scores

Another highlight of the year was the excellent performance of UTCHS medical students on the National Board Examination. Five scored in the 99th percentile nationally. UTCHS students' mean score was 507 compared to the national mean of 500. Only 3.7 percent of the UTCHS students failed, compared to a national failure rate of 11.5 percent.

Immediate Needs

Several immediate needs confront the Center for the Health Sciences. Plans to meet the needs are in progress in these areas: improving communication between administration, faculty, and staff; consolidating functions to make available more physical facilities while keeping to a minimum the amount of remodeling required; seeking equitable funding for the College of Medicine as compared to East Tennessee State's medical college.

A significant deficiency exists in funding for The University of Tennessee College of Medicine as compared to that of the East Tennessee State Medical School. The formula developed by the Tennessee Higher Education Commission allows higher per student funding at East Tennessee State during its developmental years while that of the UT College of Medicine is far below national and SREB averages.

Other immediate needs are to improve communication between the administration, faculty and staff and to make available more physical facilities through the consolidation of functions.

Tennessee Tomorrow Benefits

Benefits of the Tennessee Tomorrow campaign continue to accrue to the Center for the Health Sciences. CHS surpassed its goal by a greater amount than any other UT campus. Total contributions were \$18.5 million, compared to a goal of \$9 million.

A Tennessee Tomorrow gift resulted in the first Frank M. Norfleet Forum for the Advancement of Health last December. Dunbar Abston, Jr., gave \$200,000 for the program in honor of Norfleet, his adopted stepson. The forum dealt with the high cost of health care, attracting outstanding speakers and delegates from industry, insurance, education, Congress, the medical and health planning professions, as well as interested citizens. The Norfleet Forum will be an annual event.

Another Tennessee Tomorrow gift from the late Dr. Edward D. Mitchell provided \$1.5 million to the College of Medicine for a surgical research professorship. The surgical research and teaching area in the new E.P. and Kate Coleman Building has been named the Edward Dana Mitchell, M.D., Surgical and Teaching Laboratory. Dr. Mitchell was a long-time faculty member of the college.

Reduced Dentistry Enrollments

The number of first-year students

entering the College of Dentistry was reduced by 28 last fall because of insufficient funds and a need to improve the student/faculty ratio and reduce the number of dentists being produced. Studies show state dental manpower needs are being exceeded.

College of Medicine enrollment may be reduced for similar reasons.

Long-Term Plans

Long-term plans at the Center for the Health Sciences include further improving the geographic and specialty distribution of health manpower, providing a patient care base, and implementing an "all Pharm.D." program in the College of Pharmacy. This plan calls for decreasing the number of students entering the bachelor's program in pharmacy and increasing the number entering the doctoral program. When the number of B.S. students opting for the Pharm.D. program becomes significant, a request will be made to discontinue the B.S. program.

UTCHS-Knoxville Unit

The UT Memorial Research Center and Hospital is celebrating its 25th anniversary. Since opening on August 9, 1956, it has served residents of all East Tennessee counties. It has rendered more than 2.6 million patient days of service; delivered more than 36,000 babies; performed more than 145,000 operative procedures; had more than 920,000 visits to its outpatient clinic and more than 640,000 visits to its emergency room. A total of 495 interns and residents have received training in 14 specialties, and 66 percent are practicing in Tennessee. The Clinical Education Center has trained 283 undergraduate medical students through clerkships. Research has been concentrated in the fields of cancer, hematology, and genetics.

The second 25 years will begin with construction of a \$44 million addition including patient rooms, surgical facilities, radiological suites, an expanded intensive care nursery, and a materials handling complex.

UTCHS-Chattanooga

A skills laboratory and clinical research area was opened during the year. This multi-disciplinary area consists of an anatomical study room, orthopedic work area, operating room, microbiology laboratory, classroom, and central workroom. It is used for training residents and for continuing education for the local medical community.

Martin

Modern equipment enhances learning at UT Martin.



Although the outlook for higher education in general has not significantly improved, developments during the 1980-81 academic year at The University of Tennessee at Martin give great hope for the future.

Through a period of continuing decline in the level of state support through tax revenue appropriations, the freshman enrollment figures at UTM have continued to increase. Fall quarter freshman enrollment was up approximately 12 percent from a year ago. This shows that students continue to have confidence in the University and its academic programs. National trends may reflect less public confidence in higher education, but increased enrollments show this is not the case at UT Martin.

Signs of Progress

A number of developments at UTM this academic year show invigorating progress:

- Applications for admission for the coming year are about 14 percent ahead of the same time last year.
- Private giving has increased

dramatically. Annual giving among UTM alumni is 120 percent (\$66,565 compared with \$30,596) ahead of a year ago.

- Several academic initiatives have boosted UTM's high standing as a quality institution of higher education, including the initiation of an Academic Speakers Program in 1980-81 which brought distinguished scholars to campus to lecture. Next fall's Academic Program will include a Nobel Prize winner in chemistry. In addition, a University Scholars Program will be launched in fall 1981 to attract outstanding high school seniors and offer special academic enrichment opportunities to current students.

- Other major accomplishments of the past academic year include the expansion of cultural programs, with the appearance of the Nashville Symphony on campus heralding a first for the Northwest Tennessee area. The power of the student radio station, WUTM-FM, was increased from 10 watts to 200 watts, with the station converting to stereo, enhancing fine arts programming to the region and providing additional experience in broadcasting for communications students.

Academic Advancements

In academics, the engineering technology and engineering program was reorganized and curriculum changes made to accommodate increased enrollments. Faculty upgrading in this program and other high-growth areas continues to be a priority when filling vacant positions.

Although budget impoundments last fall limited academic expansions, essential equipment was obtained for several departments during the academic year.

A new degree program in social work was instituted and the social work program, as well as the engineering technology and engineering program, received reaccreditation. UTM continues to work toward accreditation of the graduate and undergraduate programs in business administration, a field of study much in demand in career placement.

The University also has had consultation visits prior to seeking accreditation for journalism in the communications department and for criminal justice, two fast-growing fields. UT Martin is now accredited at the 80 percent level, high for an institution of its size.

A clearly visible area of progress at UTM has been in intercollegiate athletics. Gate receipts were up 500 percent—\$116,000 compared to \$23,000 a year ago. Private giving is up 100 percent.

UTM's Japanese Connection

Perhaps the most exciting development of the year was the awarding of a \$575,000 contract to UTM by Nihon University in Tokyo, Japan, for a unique summer program on campus. In what is believed the first effort of its kind in the United States, UTM will provide classroom instruction in American engineering technology and English as a second language for 250 Japanese students from July 5 to September 12. Cultural activities, including tours of Washington, D.C., and New York, are also planned.

The pioneering effort, the largest single contract ever awarded by a foreign university to an American university, is also the first program of its scope approved by the Japanese Ministry of Education. UTM Chancellor Charles E. Smith and Director of International Programs John Eisterhold signed the agreement in Tokyo in December. Dr. Eisterhold's preliminary meetings with Japanese officials paved the way for the final approval this year.

Besides enhancing UTM's reputation as a quality institution of higher learning, the Japanese study project will provide financial support for the overall academic program and auxiliary enterprises

such as food services and residence halls during the summer sessions when fewer students are on campus. In addition, the several hundred thousands of dollars that visiting Japanese students are expected to spend in West Tennessee will benefit the local economy.

Threats to Student Aid

Enrollments in general have grown every year, due to UTM's increased recruitment efforts such as personalized attention to prospective students, the work of guidance counselors, and accelerated recruiting in Western Kentucky and Middle Tennessee. However, the Reagan administration's proposed budget cuts are a major threat not only to continued increases but even to a stabilization of enrollment. Sixty percent, or more than 3,000, of UTM's students receive financial aid. If federal funding is reduced, a substantial number may be forced to drop out of school.

For this reason, private giving has become even more important. Donors to *Tennessee Tomorrow*, a three-year capital campaign throughout the UT system that ended in 1980, may continue to see the results of private and corporate giving that included scholarship funds as well as gifts of equipment, land, and endowments. Scholarship trust funds have helped thousands of UTM students during the past inflationary years.

One of the most important contributions to the *Tennessee Tomorrow* campaign

was an unrestricted grant of \$125,000, to be made in five annual installments, from the Goodyear Tire and Rubber Company Fund in 1978. This major grant was made possible by the support of the management of the Union City Goodyear Tire Company, which has showed by its continuing interest and involvement an awareness of the importance of UT Martin to the agri-business life of the area.

Immediate Needs

UT Martin's greatest immediate needs are operating budget increases and funds to achieve equity in faculty salary structures. UTM has had only one relatively small operating budget increase in the last five years. Departments have been asked to do more with less, and top faculty are leaving for higher salary offers elsewhere.

A major concern of the University is competition with other universities for quality professors. Additional staff is needed in computer science, business administration, and engineering technology and engineering, all high-growth areas. Lack of personnel will severely limit service to students and the increasing student demands for career preparation in these fields.

UTM is trying to meet problems of funding with reallocation of resources and reassignment of budgeted positions from one area to another. Management decisions to combat inflation include extra energy conservation, flex-year positions, and emphasis on more summer camps (for athletics, music, honors groups) that will bring in revenue.

Causes for Optimism

Meanwhile, there are some immediate causes for optimism, including the expansion of the Pacesetter Summer Honors Program this year through a grant from the UT National Alumni Association. This program brings outstanding high school juniors to UTM to earn college credits and participate in cultural and social activities. Many will choose to attend UTM because of this experience.

Also anticipated for the next academic year are funds for the proposed Agricultural Pavilion, which will serve as a convocation center and instructional unit for the agri-business population of Northwest Tennessee.

With these continued signs of progress and vitality at UT Martin, the mood for the future is one of optimism, with a deep belief that the University's potential for qualitative growth is unlimited.



Dean Takeshi Sakai, seated right, of the College of Industrial Technology, Nihon University, and Chancellor Charles Smith of UT Martin sign a contract that brought 250 Japanese students to the UTM campus in the summer of 1981.

Chattanooga

The University of Tennessee at Chattanooga completed the academic year with another significant increase in student enrollment. A notable change accompanied the growth in numbers: full-time students increased their course loads. Heavy enrollment of part-time students continued as working adults returned to begin, continue, or complete their education.

At mid-year, Chancellor James E. Drinnon resigned his position, and while a search was being made for a successor, Dr. Charles M. Temple served in an acting

capacity. Dr. Frederick Obear, the academic vice president and provost at Oakland University in Rochester, Mich., was elected to the post, effective July 1.

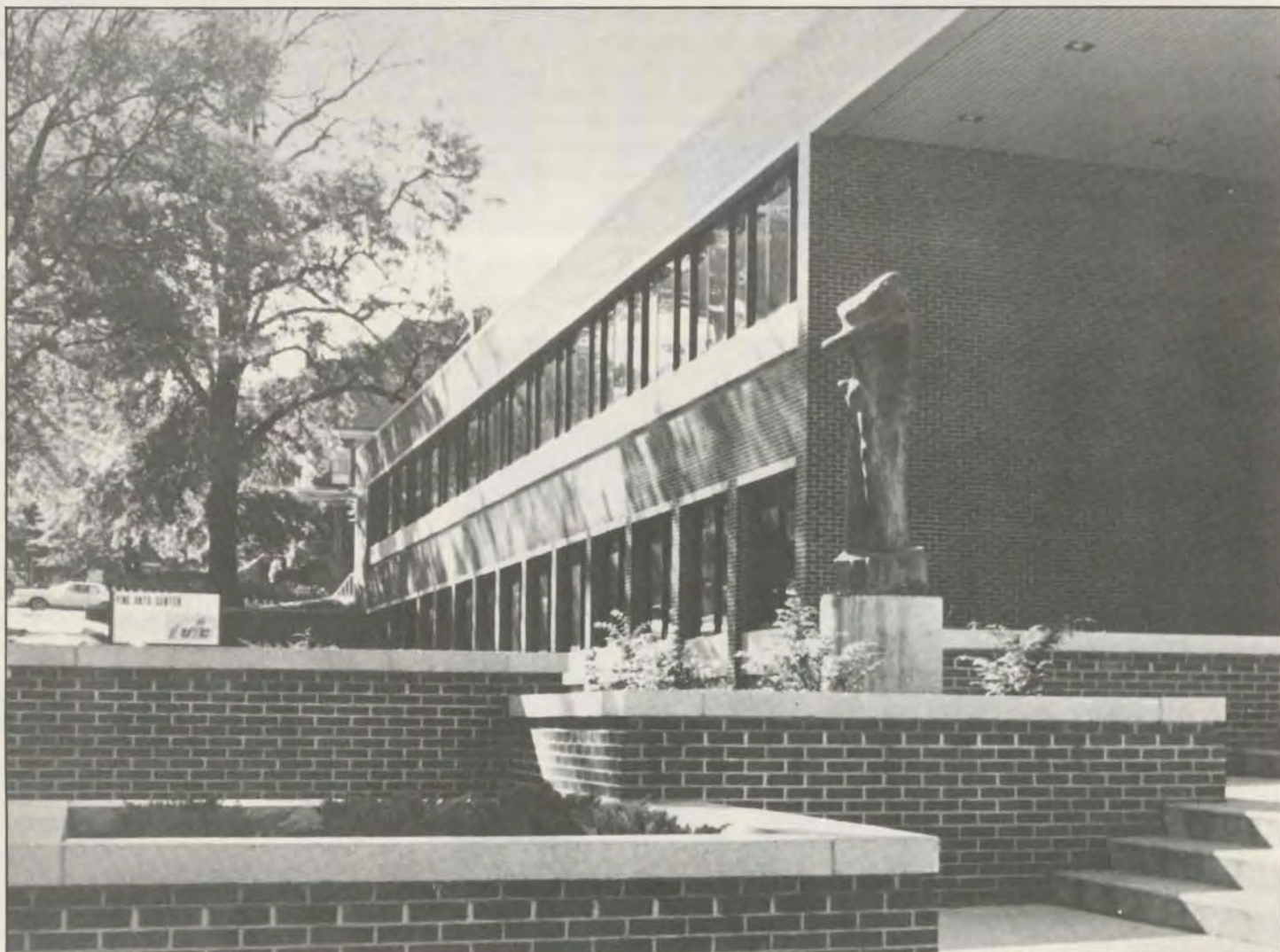
The first half of the year was devoted to completion of the institutional self-study, climaxed by the February visit of the Southern Association committee. The site visitation evoked a favorable report, and many of the improvements suggested by UTC in the self-study now must be made.

With the assistance of the University of Chattanooga Foundation, the

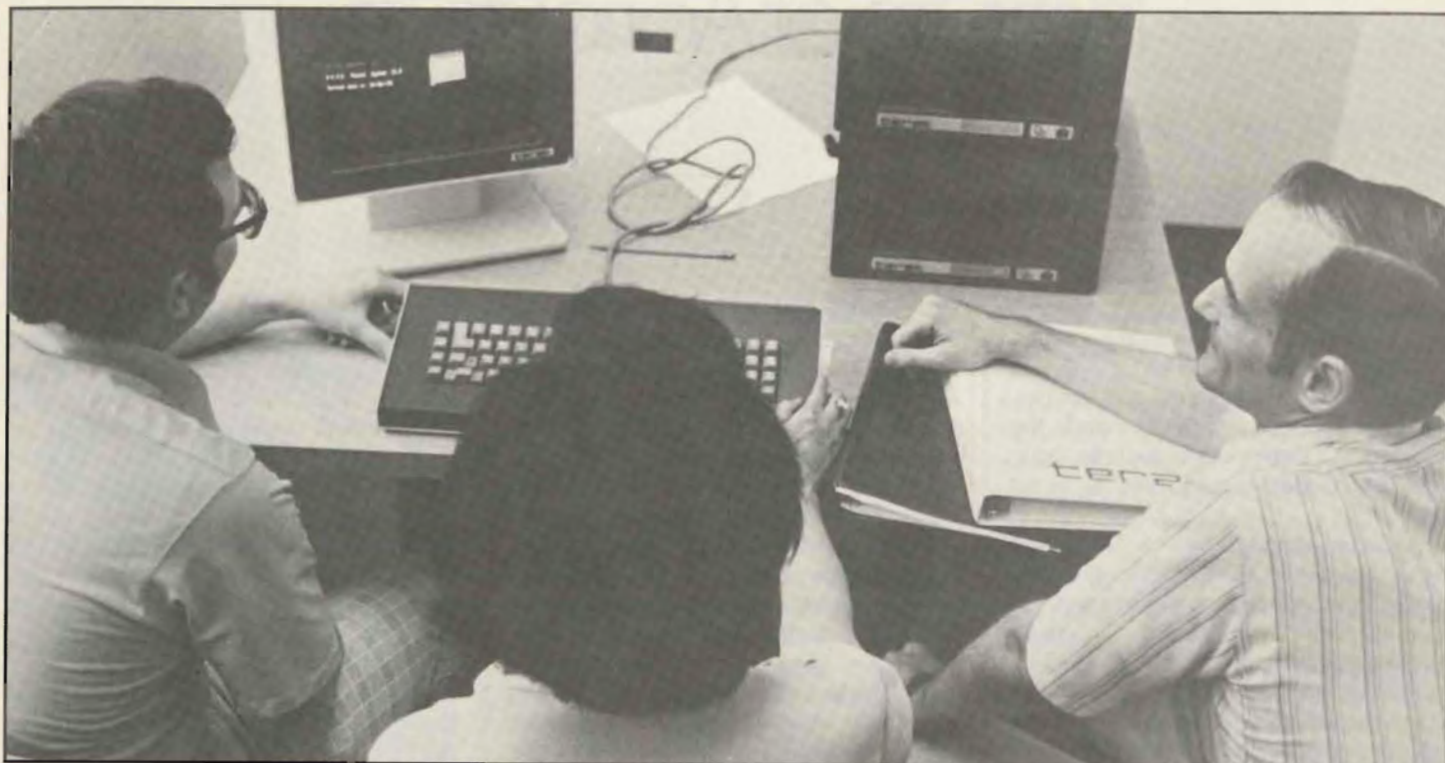
School of Business Administration completed its self-study, preparatory to achieving accreditation by the American Assembly of Collegiate Schools of Business.

New Education Requirements Prepared

Preparation has begun for implementation of UTC's new general education requirements in the fall of 1982. New courses have been developed or old courses revised to meet the new guidelines. A major project of general educa-



UTC's Fine Arts Center began its first year with the initiation of the Dorothy Patten Fine Arts Series. The new building also was the site of the Southern Writers Conference.



tion course design and development was made possible by a grant from the UC Foundation.

The UC Foundation also made a grant to the Physics Department to establish a health physics curriculum. Another Foundation grant went to the geosciences department to establish a coal geology curriculum.

In a continuing effort to improve basic student skills, UTC initiated changes in English composition and the "bridge" mathematics course.

Scientific Equipment Needed

Tight budgets typically take a toll of scientific equipment, the acquisition of which is especially critical to the teaching of the sciences. Recognizing the danger to quality instruction caused by depreciated and outdated equipment, the institution has developed a five-year plan to help the natural sciences keep abreast of changes in equipment. This plan will be a priority item for future years.

The recent approval of the Master of Science degree in computer science will require additional support, and it may be necessary to seek UC Foundation funds to augment resources to keep pace with the rapidly changing field of computer science.

Private Gifts Support Developments

Many of the significant developments at UTC have been made possible

by gifts from the UC Foundation, the Lyndhurst Foundation, and other private sources.

The *Tennessee Tomorrow* campaign at UTC resulted in gifts totaling more than \$7.5 million, among them being a \$900,000 grant from the Lyndhurst Foundation for bibliographic research and instruction. Another important campaign result was the establishment of the Scott L. Probasco, Jr., Chair of Free Enterprise, through a bequest of J. Burkett Miller. This gift also established the UTC Center of Economic Education.

Other campaign gifts led to the establishment of five professorships in academic areas ranging from engineering to accounting. The Lyndhurst Foundation gift established the Brock Scholars, a memorial to William E. Brock, Jr. In addition, an interactive computer was donated by the Hewlett-Packard Company.

The continuation of a Lyndhurst grant to the UTC library this year made possible the acquisition of books, periodical files, microfilms, reference materials, films, and slides.

Fine Arts Center Hosts Major Events

The Fine Arts Center began its first year with the initiation of the Dorothy Patten Fine Arts Series, a program of distinguished artists. The series is supported by a grant in memory of Miss Patten, along with grants from the UC Foundation, Tennessee Arts Commission, Southern Arts

Federation, and the National Endowment for the Arts.

The new building was the site of the Southern Writers Conference, which attracted an audience of many hundreds from throughout the nation. With panel discussions and lectures by Margaret Walker Alexander, Cleanth Brooks, Andrew Lytle, Walker Percy, and Eudora Welty, this gathering of internationally-known literary artists provided a capstone to the academic year's events. A grant from the Tennessee Committee for the Humanities supported the conference, and in keeping with UTC's commitment to community development, the event was co-sponsored by the Adult Education Council.

Faculty Recruitment, Expansion Funds Remain Problems

Faculty recruitment in areas such as accounting, finance, engineering, and computer science, in competition with business and industry, remains a problem. Inflation in the cost of scientific equipment is a problem in the area of instruction. A major dilemma is that UTC is a growing institution in a period of state and national retrenchment in higher education. New students require new—and expensive—curricula, faculty, and equipment. If funds for expansion are unavailable, the problem of maintaining quality soon becomes apparent.

Institute of Agriculture

College of Agriculture

For the third year, enrollment at the Knoxville campus declined slightly in 1980-81, with the fall quarter roll numbering about 100 students fewer than in the fall of 1979. Despite these declines, however, the student-faculty ratio is about 39:1.

Given approval by the Tennessee Higher Education Commission, the doctoral program in food technology and science approved by the Board of Trustees this year can be started in the fall of 1981. Beginning this fall, agricultural students can minor in various agricultural fields as well as non-agricultural fields, and agricultural minors will be available to non-agricultural students.

Even though resources are not keeping pace with rising costs, the faculty and administration are trying to maintain quality teaching programs. A successful college wide teaching improvement seminar was conducted in the fall of 1980, and several departmental programs were evaluated by outside as well as campus-based consultants.

Meanwhile, enrollment at the School of Agriculture at Martin remains steady. The freshman enrollment, the largest since 1976, rose about 21 percent this year, and the 1980 graduating class was the largest in the school's history.

During the year, the school's curricula were reviewed by faculty committees and significant revisions were made. New courses were developed in animal science, plant science, park and recreation administration, and agricultural engineering.

The lack of adequate operating funds to support student learning and development activities is a matter of concern. Shortage of funds has curtailed the procurement of supplies and laboratory equipment and prohibited some essential travel, including student field laboratory trips.

College of Veterinary Medicine

The college will graduate 57 students in June and select 60 Tennesseans for entry to the three-year, year-round curriculum in September. Sixty-five percent

of the veterinary medical graduates have taken positions in the state of Tennessee.

The college continues an active program in biomedical, agricultural, and animal health research. The college received \$491,800 in funding from outside sources last year and has \$841,867 in projects pending.

The teaching hospital's role in the delivery of health care continues to grow. The ambulatory service responded to a total of 25,631 cases. In the large animal clinic, 1,281 cases were treated.

Financial cuts have resulted in the loss of faculty and staff positions. The reduction of \$700,000 in state appropriated funds over the past two years has dropped the college well below the required number of faculty.

Agricultural Experiment Station

The research program of the Agricultural Experiment Station produced a number of significant accomplishments which will influence agriculture, forestry, and home economics in the years to come. Some examples follow:



UT extension specialists are shown with a cattle herd.



Students gain valuable experience by judging livestock.

- The sour, milky-oily flavor in grass fed beef is due to fat composition rather than amount of fat as previously thought. A more acceptable product can be produced at lower cost by changing the fat composition.

- Preliminary results indicate no-till production farming systems on West Tennessee farms could reduce soil losses and energy use to acceptable levels without reducing net farm income.

- A new tobacco variety which is resistant to black shank, wildlife and mosaic virus has been developed and released this year.

- Two recessive genes which increase the essential amino acids in corn have been incorporated into Tennessee inbred lines.

When inflation and impounded funds are taken into consideration, the purchasing power of the state appropriation for agricultural research decreased about 14 percent this year compared to the previous year. Seven professional and five supporting positions have remained unfilled.

Increased funding is essential to implement research programs in critical areas such as energy, food safety, soil erosion control, soybeans, tobacco breeding, forage production and utilization, swine production, and control of animal diseases.

Agricultural Extension Service

The Agricultural Extension Service disseminates research results in agriculture, veterinary medicine, and home economics. Some current projects include:

- An intensive educational program to help control soil erosion. Seventy farmers are involved in demonstrations.

- A stepped-up educational effort to improve dairy production. Emphasis has been given to the Dairy Herd Improvement Program, which makes dairymen more efficient and profitable. The 697 herds participating represent a 23 percent increase in two years.

- A project to demonstrate the application of solar drying. Ten farms have been selected for constructing solar dryers.

For the fifth consecutive year, Tennessee ranked first in the nation in the number of 4-H Club members. For the second year in a row, Tennessee had

more national 4-H award winners than any other state.

Extension home economists are helping Tennessee families cope with inflation and energy and family stress problems through the Improving Management Practices as Consumers program. Making the best use of available resources has been the topic of radio and TV spots, pamphlets, news articles, special events, workshops, classes, and correspondence courses.

Through the Expanded Food and Nutrition Program, operating in 35 counties, approximately 63,000 low-income families have learned more about nutrition and food-related matters.

The Agricultural Extension Service has 45 vacant professional positions, and funds are urgently needed to fill them. Additional resources are needed to maintain competitive salaries and for operating funds.



Experiments show that no-till production farming systems can reduce soil losses and energy use without reducing net farm income. Shown here are soybeans planted no-till in wheat stubble.

Continuing Education

Center for Extended Learning

The Center for Extended Learning continues to provide educational services throughout the state via independent study/correspondence courses, video-tape and audio-tape programs, cooperative education, and workshops.

This year, the center computerized its student records and its system of preparing independent study guides. The center also developed a series of readers theatre performances, in cooperation with the UT Department of Radio Services and UTK Department of Speech and Theatre.

The Undergraduate Cooperative Education Program was expanded in a joint effort between the center and the UTK Department of Mathematics, and the center was helped in developing educational programs on aging.

The center's most urgent need is additional funding for postage and added compensation for instructors who develop and teach independent study courses. The pay scale was last raised in 1973.

Projected 1980-81 enrollment is slightly less than 1979-80, probably because of the slow economy and increased fees for independent study courses. Enrollment was slightly higher in the freshman English course offered by videotape to superior high school seniors, and sales of media courses in the health sciences also were up.

Grants and Contracts in Human Services

This department approaches the future with many funding questions. It historically has assisted the Head Start Child Development Associate program, and this training activity may be expanded.

The department does not anticipate any future Comprehensive Employment Training Act projects because contracts for the local programs in Knoxville and Chattanooga, which the department assisted, have been terminated.

The contract for the Southeast Region Networking System on Domestic Violence will expire September 30. The future of the program lies with the reauthorization of the National Child Abuse and Neglect Center and the block grants to the states from the Department of Health and Human Services.

The department probably will look toward private foundation, state, and local community funding to maintain training

and technical assistance in areas such as day care, Head Start, and family issues.

Library Services

Because of a drastic decrease in funding, the Extension Library will be closed when its director, David Harkness, retires June 30. The library has provided club program service, drama loan service, package library service, and book loan service.

Radio Services

The Department of Radio Services has rearranged priorities to adjust to a no-growth budget while maintaining the highest possible level of service. A major objective has been a continuous private donor fund-raising effort to supplement state and federal appropriations.

To make the WUOT monthly program guide self-supporting, complimentary distribution has been discontinued and the guide offered to donors who give \$10 or more a year to the WUOT gift fund.

In the past year the department sponsored a Knoxville concert by the *Ensemble Instrumental de France* during the group's first American tour. The department more than recovered expenses.

The department's budget is being taxed by the distribution of current events programs which are furnished to every radio station in Tennessee. A decision must be made to find funds for increased postage or to discontinue the service.

Teaching Materials Center

A drastic reduction in funds during the past several years has affected the quantity of the center's services. Of the center's library films, 65-70 percent are worn out or obsolete. In 1979-80, the center was able to buy only 22 prints at a cost of \$6,363. The 1980-81 budget provided less than half that amount. At least \$67,000 would be needed to purchase films requested by faculty.

For the past five years equipment funds have been non-existent. Ten pieces of equipment beyond repair have been cannibalized to keep the remaining equipment in operation.

The center is continuing the "no charge" policy for UT faculty and staff. While film use in general is down, the figures on fees waived indicated more than a 34 percent increase in the UT cam-

puses' use of TMC resources based on the length of time films and equipment are kept.

TMC's affiliation with the Consortium of University Film Centers has brought two series of film valued at more than \$10,000 to the center. Work with the Coordinated Hospital Services Group is in its fifth year. Films purchased for this group also are used by the UTK College of Nursing.

The department worked with the Arthritis Foundation, UT Memorial Research Center, and the Knoxville-Knox County Chapter of the Foundation in producing a sound color-slide presentation for the national foundation.

Television Services

Addition of color studio cameras and a portable color-taping unit has enabled this department to offer a wider variety of quality production services. While continuing the color and monochrome distribution of undergraduate television material on the UTK campus, the department's role in instructional video-tape production has expanded to off-campus users.

Television Services has contracted with the Tennessee Valley Authority for 200 hours of instructional video-tape presentations and is working with the Knoxville City Schools Food Service Department on a project involving some 180 hours of training tapes. Educational video-tape services are provided to junior colleges, high schools, and hospitals throughout the state.

A grant from the Tennessee Committee for the Humanities has enabled the department to undertake a video-tape project on traditional Cherokee arts.

Engineering assistance and editing facilities are provided for the Johnny Majors television show and the play-backs of home UTK basketball games. Engineering consultation services are provided to UT Chattanooga, UT Martin and the UT Space Institute.

Professional Development

Professional training and updating continues to be emphasized throughout the Division. Thirteen members of the continuing education staff this year completed Modelnetics and/or Facilitators Training.

Institute for Public Service

Significant changes have occurred during the past 12 months that will radically alter the level and scope of services offered to city and county officials and, to a **lesser** extent, industrial managers throughout Tennessee.

These changes, **caused** by cutbacks in **federally-supported** programs, are particularly harmful because state funds are not available to offset the losses, or even to sustain the remaining level of assistance.

This year the agencies of the Institute for Public Service took these actions:

- Three-fourths of the law enforcement assistance program that responded last year to **993** requests for help from county sheriffs and city **police** chiefs was eliminated as a result of the demise of the Law Enforcement Assistance Administration.

- All of the federally-funded personnel assistance to cities and counties was lost through the elimination of the Inter-governmental Personnel Act. Last year, consultants responded to 469 inquiries from cities and offered 128 IPA training programs attended by 2,504 municipal and county officials.

- Economic development assistance to communities and industries in the 48 eastern Tennessee counties was curtailed by the elimination of the UT Technical Assistance Center and others funded by the U.S. Department of Commerce through the Economic Development Administration. Last year, TAC completed work on 86 requests.

- Highly-concentrated technical assistance for cities in the "Tennessee Innovation Group" was lost through cutbacks in the budget of the National Science Foundation.

These curtailments, plus anticipated cutbacks, represent a loss in federal funds to the Institute of more than \$1 million annually and as many as 26 positions. The impact of these changes will be severe on those parts of government and industry that have looked to the University for help. Further affecting these organizations is the state's inability to fund adequately its share of these programs.

As a result of the funding limitations, IPS agencies have increased their commitment to excellence in remaining areas of service. Activities that potentially affect the largest number of local governments or industries through cost-savings



Patsy Davis, Campbell County deputy circuit court clerk, uses the UT County Technical Assistance Service mini-computer program to record county business as Robert M. Wormsley, CTAS associate director, observes.

and improved productivity will be emphasized.

This past year, the following projects illustrated the Institute's attempt to produce the most service impact for the dollars.

Data Processing

Local governments need help in determining the most cost-efficient ways to utilize data processing capabilities.

For example, the City of Jackson asked the UT Municipal Technical Advisory Service for help in determining procedures to evaluate the procurement, installation, and implementation of a low-cost information processing system.

Initial implementation of the system will be focused upon finance, accounting, and payroll matters because these needs affect all municipal departments and have significant potential for improved governmental operation. Future implementation schedules include police, fire, public works, mass transit, and community development.

In the area of county government, the UT County Technical Assistance Service installed its computer software package in the offices of seven circuit court **clerks**.

The computer program, developed last year, allows each participating county office to maintain a daily record of trans-

actions and prepare state and local reports. Transactions are recorded only once, but can be reported to as many agencies as **required**.

Both of these data processing applications should provide local officials with more detailed record keeping at a much lower cost than providing the same service manually.

Alternative Training Modes

Two IPS agencies provide training and career development programs for specific groups. In the past, both the Center for Government Training and Critical Care Education Center have relied almost exclusively on "live" instruction offered as close as possible to the work place of the participants.

Budgetary limitations have made some of this "face-to-face" instruction impractical. Both centers have developed alternative methods of training that still meet the needs. These include:

- Creation of a program research and development section within CGT to identify new training needs, evaluate alternative modes of instruction such as packaged multi-media programs, develop the new packages, and deliver them in the field.

- Conversion of CCEC's outreach program for hospital nurses from sessions with instructors on-site in hospitals to video-tape presentations used in nearly two dozen hospitals, thus assuring quality control and cost efficiency.

- Provision of service to state and local agencies whereby CGT helps develop multi-media packages that augment existing training programs.

Utilizing All Resources

Public service in the 1980s must use alternative resources, such as student expertise, in problem solving. Opportunities of this type provide real-world experience for students. They will become even more important as the University strives to provide an increasing level of service without an equally expanded public service staff.

Obviously, the cutbacks in federal grants and the lack of adequate state funds require painful program reductions in public service. Nevertheless, IPS remains committed to offering the highest level of service possible.

Systemwide Developments

In 1980-81, enrollment at UT's four campuses remained at a level comparable to that of the previous year. There was a slight decline of 417 students less than the previous year's fall quarter figures. Total headcount enrollment increased in the fall of 1980 at the Martin and Chattanooga campuses, while declines were recorded at Knoxville and the Center for the Health Sciences.

Appropriations Necessitate Fee Increase

The state budget was adopted late in the 1981 session of the General Assembly, and an appropriation of almost \$128,000,000 for the University's 1981-82 operations was approved. In addition, the state will fund a non-contributory retirement system for qualified UT employees in lieu of salary increase. Additional funds for a 2 percent average pay raise and an increase in longevity pay were approved.

Appropriations were again based upon an assumed and essential student fee increase. Beginning with the summer quarter, in-state maintenance fees will rise from 15 percent for undergraduate students to 45 percent for the colleges of medicine and veterinary medicine. Out-of-state students will pay 25 percent more in tuition.

Capital outlay projects approved by the 1981 General Assembly include pre-planning money for an addition to the library at Knoxville and for a poultry research project at the Institute of Agriculture. Carried forward will be the \$7,575,000 approved for the UT Center for the Health Sciences library-nursing building in 1980 but not funded.

Also approved were capital maintenance funds totaling \$2,729,000 to finance repairs to McClung Plaza at Knoxville, roof replacements at Knoxville and Martin, hot and chill water line extension at Chattanooga, and handicapped compliance projects.

Physical Facilities

The University of Tennessee has awarded construction contracts in the amount of \$46,132,453 since July 1, 1980.

Fall quarter enrollments for 1979 and 1980 for UT's four campuses were as follows:

Campus	1979	1980
Knoxville	30,391	30,282
Center for the Health Sciences	2,720	2,192
Martin	5,163	5,328
Chattanooga	7,545	7,600
Total	45,819	45,402

(Source: Office of Institutional Research)



The total value of projects under construction during the current year is \$92,671,855.

Projects substantially completed as 1980-81 neared a close totaled \$23,231,921. The three major projects substantially completed during the year were the 9,600-seat north end zone addition to Neyland Stadium and the Hesler Biology Building renovation and greenhouse replacement at Knoxville, and the maintenance and storage facility at Martin. The Art-Architecture Building at Knoxville is substantially completed and occupancy is scheduled to begin on July 6.

Following are some major projects under construction:

- A \$44 million addition and alterations to UT Hospital at Knoxville will provide 335,000 square feet for 300 new in-patient rooms, 30 special-care beds, an intensive care newborn center, a new radiology department, and a new major surgery suite.

- A \$4 million addition to Claxton Education Building at Knoxville will provide facilities for nine College of Education core departments.

- A \$2.7 million academic building addition and physical plant space at the UT Space Institute will include classrooms, graduate research study areas, faculty offices, and a library, and physical plant facilities including maintenance and

repair shops and office areas.

- A \$980,000 off-campus animal care facility for the UT Center for the Health Sciences will provide for the quarantine and conditioning of research animals and for keeping animals used by the Animal Research Division.

- A \$2.1 million single student housing project at Chattanooga will provide a 196-capacity apartment dormitory.

Also under construction on the agricultural campus at Knoxville is the \$3.3 million Agricultural Engineering Building.

Projects in the design phases total \$14,325,000. These include an addition to the University Center at Chattanooga for needed meeting and conference facilities and office space, estimated to cost \$2.2 million, and the renovation of the Pathology Building at the Center for the Health Sciences at an estimated cost of \$2.8 million.

This year the University acquired 319,000 square feet of land at Memphis for future expansion of the Center for the Health Sciences, and it began acquiring land in Chattanooga for improvement of the street system and parking adjacent to the Sports Arena, still under construction.

The UT Division of Facilities Planning this year participated in and completed the 1980 Facilities Evaluation Survey with representatives of the State Board of Regents, Tennessee Higher Edu-

cation Commission, and the Division of Architectural Resources. This survey, done every five years, provides a consistent data base on the condition of facilities. These data are used in planning and funding improvements to existing buildings at all public higher education institutions in Tennessee.

Training for Academic Leaders

Almost 50 academic administrators from all four campuses are involved in the UT Departmental Leadership Institute, a program to enhance administrative skills of academic department heads. At the first session in May, participants discussed issues and case studies in areas such as types of departments and leadership styles, faculty grievances, evaluations and counseling, assigning and reporting faculty activities, and encouraging professional growth. Presentations by the Tennessee Higher Education Commission staff, President Boling, and the academic vice chancellors provided opportunities for additional participant interaction.

UT's costs for the program were minimized by an agreement with the American Council on Education and a grant from the Kellogg Foundation. The second session, scheduled during October 1981, will address decision-making, conflict resolution, goal-setting, budgeting, and resource management.



The Art-Architecture Building, lower center, was completed during the year. Occupancy of the Knoxville campus building occurred this summer. At left is an interior view of the building.

The University of Tennessee

Budget Summary 1980-81 and 1981-82

UNRESTRICTED CURRENT FUNDS*
(1981-82 Budget adopted at Board Meeting June 18, 1981)

	Actual Expend. and Transfers 1980-81	Proposed Budget 1981-82
Chattanooga	\$20,321,216	\$22,228,907
Knoxville (including Knoxville Campus, Evening School, School of Social Work and Testing Bureau)	120,927,086	125,244,224
Martin	18,771,925	19,917,955
Space Institute	3,046,262	3,021,000
Center for the Health Sciences (including Memphis Campus, College of Medicine, Memorial Research Center at Knoxville, Clinical Centers at Knoxville and Chattanooga, Family Medicine Clinics at Memphis, Jackson, Knoxville and Chattanooga)	47,437,296	47,328,588
Agricultural Experiment Station	11,681,834	11,625,242
Agricultural Extension Service	13,761,733	14,729,068
Veterinary Medicine	5,357,818	5,271,898
Municipal Technical Advisory Service	930,600	920,050
County Technical Assistance Service	749,566	891,316
State-wide Programs (including Continuing Education, Institute for Public Service and University-wide Administration and Services)	<u>9,541,203</u>	<u>8,595,275</u>
TOTAL	\$252,526,539	\$259,773,523
	Estimated Revenue 1981-82	
Student Fees	\$ 45,853,974	
State Appropriations	127,743,900	
Federal Appropriations	<u>9,887,234</u>	
Gifts, Grants and Contracts	8,313,824	
Sales of Educational Activities	9,917,708	
Sales of Auxiliary Enterprises	50,236,454	
Other Sources	<u>7,820,429</u>	
TOTAL	<u>\$259,773,523</u>	

*Includes all entities except hospitals.

Analysis of State Operating Appropriations

	Actual Appropriations FY 1980-81	THEC Recommendations FY 1981-82	Appropriated by Legislature FY 1981-82
A. Formula Units			
UT Chattanooga	\$10,394,600	\$11,896,100	\$11,013,900
UT Knoxville	52,359,200	56,608,700	53,672,300
UT Martin	8,746,800	9,712,300	9,032,600
Sub-Total	\$71,500,600	\$78,217,100	\$73,718,800
B. Non-Formula Units			
UT Center for the Health Sciences			
UTCHS Units	\$18,857,560	\$20,162,300	\$18,635,200
College of Medicine	11,031,140	11,793,600	11,255,600
Family Medicine Units	1,790,300	1,942,700	1,748,100
UT Space Institute	1,239,200	1,446,300	1,292,400
Agriculture			
Agricultural Experiment Station	4,800,500	5,414,300	4,911,800
Agricultural Extension Service	7,650,400	8,480,100	8,249,700
Veterinary Medicine	4,488,900	4,766,100	4,379,800
Public Service			
Institute for Public Service	1,160,300	1,256,800	1,170,000
Municipal Technical Adv. Svc.	391,000	453,600	392,500
County Technical Asst. Svc.	302,300	356,400	300,300
Continuing Education	664,800	730,100	656,400
University-wide Administration	985,500	1,086,700	1,033,300
Sub-Total	\$53,361,900	\$57,889,000	\$54,025,100
GRAND TOTAL	\$124,862,500	\$136,106,100	\$127,743,900

Where UT's Money Comes from...

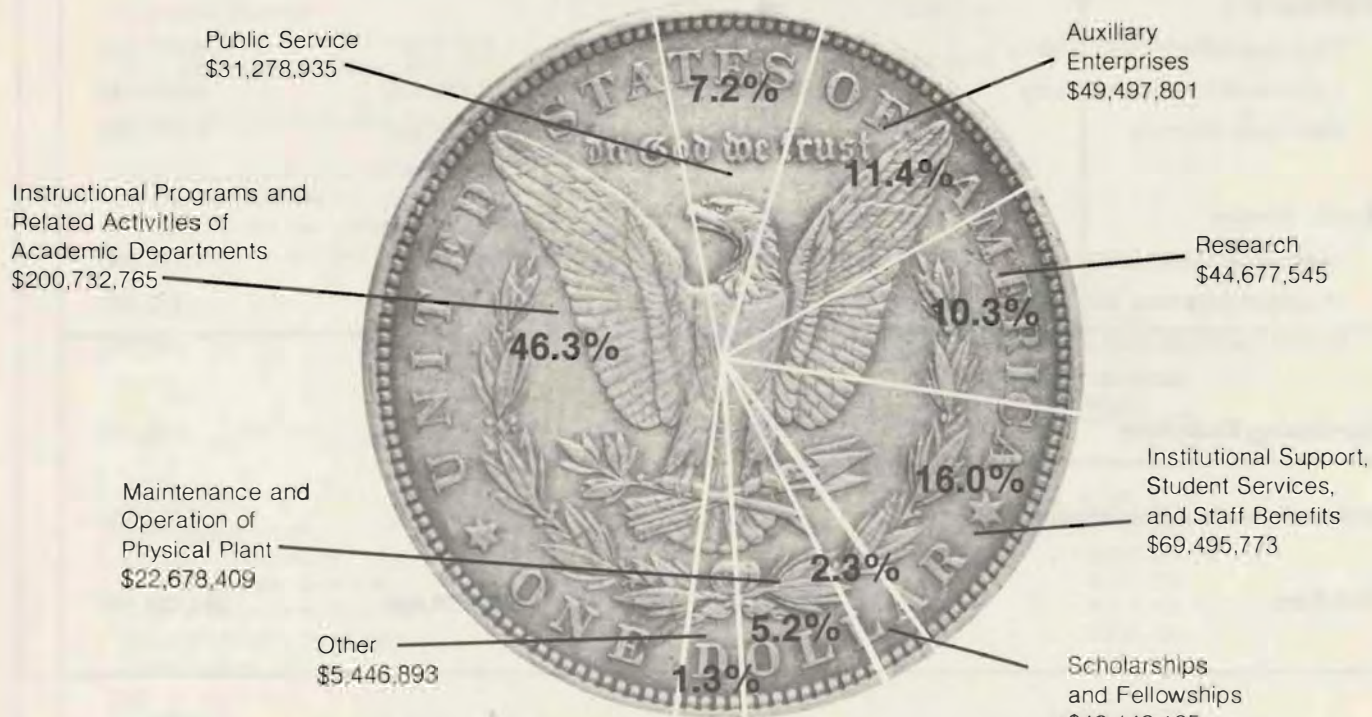
Resources Budgeted 1981-82*



Grand Total \$433,957,246

...and Where it Goes

Uses of Budgeted Resources 1980-81*



Grand Total \$433,957,246

*Includes unrestricted, restricted and hospital funds

Alumni Affairs & Annual Giving

It is difficult to describe in summary form the expansive, year-long program conducted among more than 100,000 university alumni and other friends. There also is an inherent danger in quoting figures at the expense of naming individuals who have been so important to ongoing programs of alumni affairs and annual giving. The programs of the National Alumni Association have always been and continue to be people oriented. Almost half of the alumni population is represented by "incidences of participation" in various activities of the National Alumni Association during 1980-81.

The University continues its strong commitment to a viable network of alumni chapters through which student recruitment, legislative relations, annual giving, and other meaningful activities can be conducted. UT alumni chapters continue to operate in most of the 95 counties in Tennessee and in more than 50 metropolitan areas outside the state. During 1980-81 more than 8,300 alumni and other friends participated in alumni chapter programming activities.

The alumni tour program continues to have a high priority with several hundred alumni each year. The association is committed to a high-quality tour program at a reasonable cost to destinations with proven appeal to alumni travelers. During 1980-81, the program included tours to Munich/Prague/Vienna, the resort of Porto-Rose on the Adriatic, and an annual Caribbean cruise.

The Women's Activities Program continued to flourish this year, and with the addition of a staff member with expertise in the continuing education area, a broader offering of adult and family education courses will be possible in the future. For example, in July 1982, space has been reserved for alumni families to visit the 1982 World's Fair in Knoxville while living and dining in campus residence halls and utilizing the institution's recreational facilities. Success in the endeavor may launch the National Alumni Association into a comprehensive family camp/vacation college program.

The annual giving program continues to generate record amounts of sup-

	1979-80	1980-81	NET CHANGE
Number of Contributors	22,599	24,850	+ 2,251
Dollar Total	\$1,561,405	\$1,773,325	+ \$211,920
Average Gift	\$69.09	\$71.36	+ \$2.27

port for the institution, surpassing the \$1 million-a-year mark for the sixth consecutive year. The year now ending has produced another record, with \$1,773,325 being given by alumni and other friends of the University (the table compares annual giving for 1979-80 and 1980-81). The University's Annual Giving Program remains among the top fund-raising programs among all public institutions of higher education in the United States and Canada. These record totals mean that more dollars will be available for University programs in the year ahead.

A comment attributed to an early Christian ascetic named Simone relates to the National Alumni Association programs. In order to demonstrate that popu-

lar and easy Christianity was not the essence of the faith, Simone built a 60-foot tower with a platform on top. For 20 years he preached from that platform. At the end of that time Simone said of the experience: "The most difficult part was getting on top of the platform."

No one is ready to state unequivocally that all of the University's alumni programs are at the top of the "national" platform. However, with the continued commitment of the National Alumni Association leaders, institutional administration and staff, and the thousands of alumni who participate annually, the University will continue toward the goal of being the best—at the top among public institutions in America.



Dr. J. Woody Forbes, right, national chairman of annual giving, discusses the 1980-81 annual giving record with Dr. Joseph E. Johnson, left, UT's executive vice president and vice president for development, and President Bolling.



Preparations were made this year for the Silver Anniversary of the UT Memorial Research Center and Hospital at Knoxville. Several special events in 1981-82 will mark the 25-year observance. The hospital opened its doors on Aug. 9, 1956.

Development

Tennessee Tomorrow made history, securing more than \$57 million in private gifts which will benefit UT students and faculty for years to come.

The goals set for each campus and institute were many times higher than any ever established, yet every unit exceeded the figures that many thought were beyond reach. The entire University is stronger and better able to withstand the shocks of sudden economic fluctuations as a result of the campaign.

The base of private support for the University has been broadened. Individuals, corporations, and foundations never before financially involved with UT are now donors. Corporations that had policies of not supporting publicly-assisted universities are now financial supporters of University of Tennessee programs. Tennesseans are more aware of the importance of private support for their State University.

If the University is to remain an outstanding institution of higher learning in the face of limited public resources and growing inflation, it must continue to have strong state support complemented by private dollars to achieve added excellence.

The University's Development Council provides vision and guidance for the private support programs of this institution. The leadership of the *Tennessee Tomorrow* campaign came from the ranks of the Development Council, and many of those who became involved in the University's development program for the first time during the campaign are still active on the council.

Before the *Tennessee Tomorrow* fund campaign was even concluded, a committee of the Development Council began examining the campaign for ways to transmit its momentum and positive benefits to the ongoing development program. This transition committee presented its final report at the 1981 spring Development Council meeting. Its recommendations included the appointment of an executive committee of the Development Council to work closely with the staff in the cultivation and solicitation of corporations, foundations, and individuals. The



Shown with the final Tennessee Tomorrow campaign figure are, left to right, Charles F. Brakebill, associate vice president for development; John D. Harper and Andrew D. Holt, national co-chairmen of the campaign; Dr. Joseph E. Johnson, executive vice president and vice president for development; and President Boling.

committee also recommended increased stewardship activities to inform donors about the use and effectiveness of their gifts. The committee asked members of the council to continue to use their contacts in the corporate and foundation sectors to give the University a forum with key executives for the presentation of proposals for support.

Some of the major gifts received during the 1980-81 fiscal year include:

- Farmland and related equipment valued at \$600,000 from Mr. and Mrs. G.C. Pemberton of Scott County, Tennessee, for the Institute of Agriculture.
- \$560,000 in two trusts from the late Dr. Hugh Doggett and the late Mrs. Grace Doggett of Birmingham, Alabama.
- Land valued at \$400,000 from Mr. and Mrs. Albert G. Kern of Knoxville.
- \$12,000 from alumni and friends of the College of Dentistry to establish a student loan fund in memory of the late Dean Jack E. Wells.
- A challenge gift of \$250,000 from Abe Plough for scholarships in the College of Pharmacy.

- \$50,000 from Dr. Charles C. Verstandig for the College of Medicine.

- Increased annual support from many corporations as a result of *Tennessee Tomorrow*.

The successful completion of the *Tennessee Tomorrow* fund ends a magnificent chapter in the history of The University of Tennessee. The University has entered a new realm of private support, one enjoyed by few public institutions.

The University of Tennessee is most fortunate to have the business and professional men and women who serve on the Development Council. Bob Condra, chairman, John Fisher, vice chairman, and the many others who have done so much on behalf of this institution deserve recognition and gratitude. The continued dedication and involvement of key volunteers and friends as exhibited during the *Tennessee Tomorrow* fund campaign will lead to even greater dimensions of excellence at The University of Tennessee.

The Year Ahead

The preceding reports **reveal** the many urgent needs of this institution, and they also reflect the past year's achievements made despite inflation and impoundment.

Unfortunately, the future remains clouded. Because of the impoundment and other necessary budget cuts, the University has lost a year's funding growth. However, the institution apparently fared better than expected in the final state appropriation for 1981-82, which originally was **recommended** on the basis of 60 percent of 1980-81 pre-impoundment level. We appreciate the leadership of the Governor and legislature in securing the state's funding of a noncontributory retirement system for qualified employees plus an additional 2 percent pay raise and additional longevity pay. We are **pleased** to have the flexibility of using the 2 percent raise to reward individual merit, a step which may help us keep **some** outstanding faculty members.

We take consolation in the fact that public higher education nationally is experiencing problems similar to ours. Unfortunately, some of us are in worse condition than others. Tennessee's problem is aggravated by our dependence on an inelastic revenue base. We would like to see The University of Tennessee receive state **funds** on a level with our neighboring SREB institutions.

Tennessee Tomorrow has been a heartening experience for all of us. We are fortunate to have the support of alumni and many friends who did not attend The University of Tennessee. The success of *Tennessee Tomorrow* proves that these individuals have faith in this institution and in its value to society, and that they are willing to contribute their time and money to its upbuilding. In regional and national **rankings** of public institutions for private giving, The University of Tennessee stands very high—in fact, much higher than it ranks among our sister institutions in state tax appropriations per student.

Obviously, to maintain quality and sustain our hopes for a better future, there are **certain** things that we must do.

- We must continue to seek **private** gifts. We must work hard to **convince** individuals, business firms, industries, and foundations that higher education is vitally

important to the future of our nation and that their **help** is urgently **needed**. This year the Council for Advancement and Support of Education is promoting our cause with the **assertion** that "America's Energy is Mindpower." We must help everyone to see the **value** of this natural **resource**—an educated mind—and solicit help wherever it may be **found**.

- We not only must convince our alumni and friends that **maintaining** this University as a **quality institution** is vital, but we must **convince** our governmental leaders of this fact. There have been some conflicting views of the role of public higher education among **key** state officials, and these differences of opinion add to the complexity of problems facing the University. One view holds that **public higher education** should be readily accessible to all Tennesseans and argues for low **student fees**, a broad array of off-campus programs and branches, **strong** adult and continuing **education** programs, variable **admission standards**, and the availability of a wide **range** of academic programs throughout the state. The opposing view is that public higher education should be operated to save money at the expense of student accessibility. This view **argues** for **higher fees**, higher admission standards, restrained student recruitment, a restricted public **service role**, and concentration of graduate, professional, and special programs in one or two institutions. **Higher education boards, commissions, administrators, and faculties** are **caught** between these two viewpoints and must work to reconcile **them**.

- **Consequently**, one of our goals is to achieve a consensus of the role of **public higher education** among governors, legislative leaders, **governing boards**, the Tennessee Higher Education Commission, and **higher education administrators**. We are **encouraged** by the belief in higher education generally **expressed** by the Governor, legislative leaders, and the **people** of Tennessee.

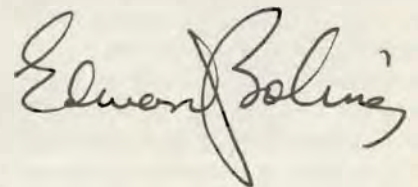
- Among our long-range goals is a level of state tax **support** in Tennessee that will at least equal **SREB** averages. Achieving this goal would provide additional **funds** that would be used to reward quality faculty and staff and **recognize excellence**, enhance **student-faculty ratios**, acquire instructional equipment and sup-

plies, and provide **libraries** and **other** acutely **needed** facilities.

- In **addition** to seeking **these goals**, we must continue to be good stewards of our resources, whatever the amount, number, or kind.

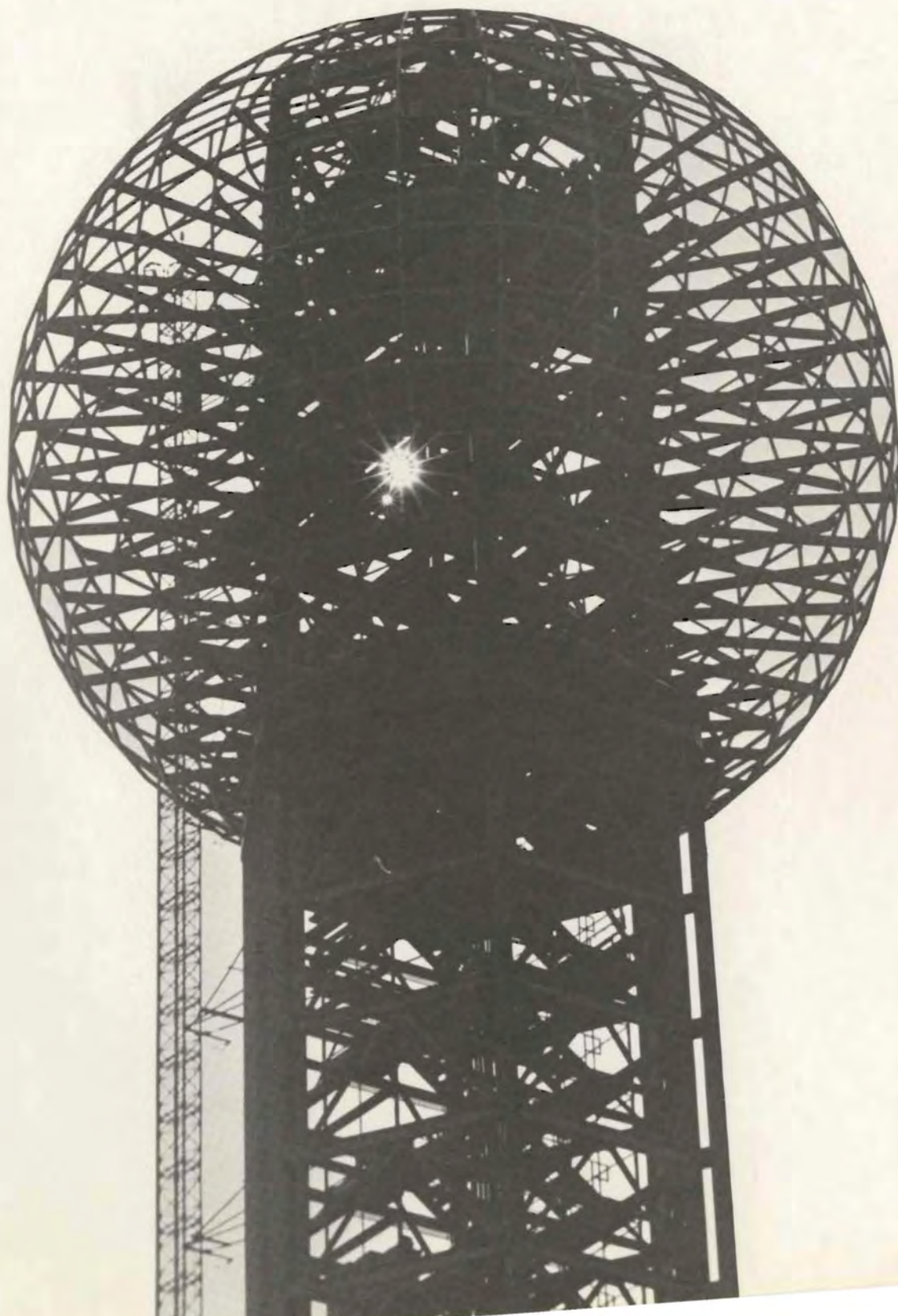
We must continue to work in harmony with the governmental leaders, the Tennessee **Higher Education Commission**, and the Board of Regents and other state institutions as we seek our goals. We understand the problems of **recession**, as **reflected** by lower sales tax collections, which the Governor, his administration, and the legislature have faced. We understand the funding problems caused by the state's tax structure, problems which have developed over a period of years. As we stated earlier, all higher education is in the same boat, and we must band together, keep what is good in our programs and eliminate what is not. We must **continue** working with the Governor and legislature, trying to impress upon them and the public the danger of continued inadequate tax support, and **urging** a **greater** allocation of funding to public higher education.

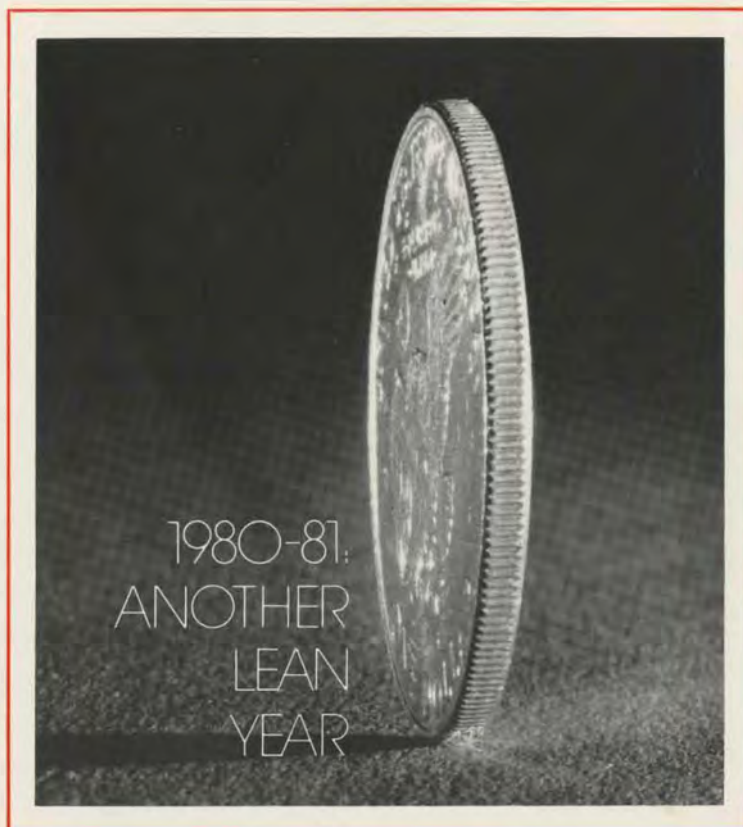
Along with this challenge, let me close **with** a word of thanks to Governor Lamar Alexander, Commissioner Lewis Donelson, Lieutenant Governor John Wilder, House Speaker Ned McWherter, members of the General Assembly, and the Tennessee Higher Education Commission. We also are deeply indebted to the University's Development Council for bringing the *Tennessee Tomorrow* campaign to a highly **successful** conclusion, and to the **National Alumni Association** and the private support organizations of the four academic campuses for their continued help. And we are especially grateful to the faculty, **students**, staff, and **administrators** throughout the statewide University for their contributions to **quality** public higher education through a particularly trying year.



Edward J. Boling
President

*The sun shows through the unfinished Sunsphere,
symbol of the energy-related World's Fair
coming to Knoxville in the year ahead.*





NOVEMBER 1981

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