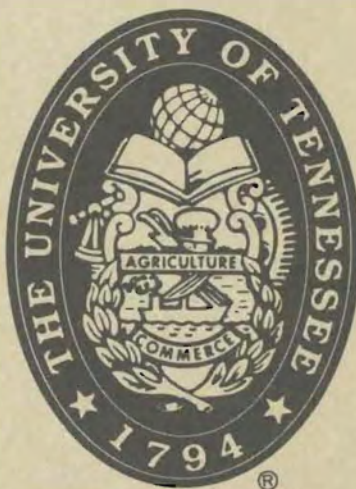




REPORT CARD

The University of Tennessee

Progress:1985-1990

The Annual Report of the President to the Board of Trustees

In their education "summit" last year, President Bush and the Governors said they wanted to see results.

So this is a report card of results at the University of Tennessee.

Our report begins with 1985, the year after the legislature enacted Tennessee's "Better Schools Program" along with the money to pay for it.

Our report is specific because the legislature's challenges were specific: better prepared freshmen, better teaching, higher graduation rates, more external research dollars, increased support for public service.

We have been working hard to continue to improve the academic quality of the University of Tennessee.

We've not been doing this for our own amusement.

We have been building a great university because we believe that better teaching, better research, and better public service serve Tennesseans better.

This is your university.

We are proud of its five-year report card and hope you will be, too.

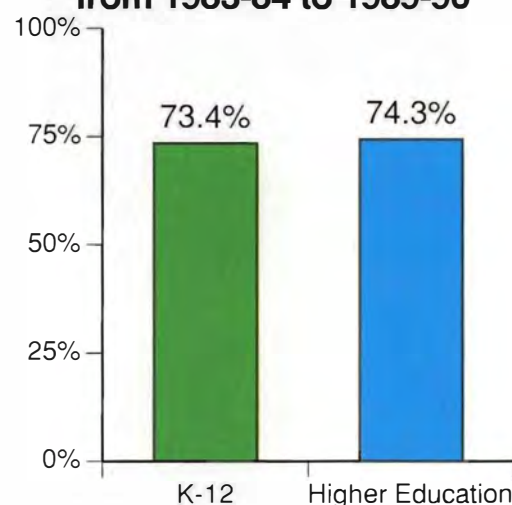
Lamar Alexander

Lamar Alexander
Knoxville
November 15, 1990



Lamar Alexander

Increase in State Appropriations from 1983-84 to 1989-90



State spending for Kindergarten through 12th grade, and for colleges and universities, grew at about the same rate.

Campuses and institutes: our family



John Quinn



James C. Hunt



Frederick Obear



Margaret N. Perry

The University of Tennessee is a family of campuses, institutes and activities spread across all 95 counties. It is one of only 22 state universities that are also federal land grant institutions—for example, for Tennessee it has the responsibilities of both the University of North Carolina and North Carolina State, of Texas as well as Texas A&M. It has become one of America's major research universities, ranking 41st in the amount of outside research funds attracted by teacher-scholars. The University has 40,000 students and 180,000 alumni. Its 200th birthday is in 1994.

UT Knoxville is the University's main campus, offering more than 320 degree programs to 19,000 undergraduate and 6,000 graduate and professional students from every state and 100 foreign countries. It is one of America's 70 Carnegie Research I universities and is closely allied with its "sister campus," the nearby Oak Ridge National Laboratory. It attracts more of the state's brightest high school graduates than any other university, public or private. John Quinn, a theoretical physicist and dean of the faculty at Brown University, became chancellor on July 1, 1989.

UT Memphis is a medical university, hub for a major medical and biomedical research center. Its 2,600 students are preparing to become physicians, dentists, nurses, pharmacists, medical scientists and other health professionals. James C. Hunt, former chairman of the Department of Medicine at the Mayo Clinic, became dean of medicine in 1978 and chancellor in 1981. Dr. Hunt is also a university vice-president, supervising patient care, teaching, and clinical research in hospitals and medical centers in Chattanooga, Jackson, Knoxville and Nashville as well as Memphis.

UT Chattanooga is a metropolitan university with an exceptional commitment to teaching. Its 7,500 students are enrolled in 70 bachelor's and 40 master's degree programs in arts and sciences, health and human services, business, education and engineering. Close teacher-student relationships and its own \$40 million endowment are legacies from Chattanooga's 83 years as a private institution before joining the UT family in 1969. Dr. Frederick Obear came from Oakland University in Michigan to be chancellor in 1981.

UT Martin is "West Tennessee's University," the only four-year public university in West Tennessee outside of Memphis. Martin is a mid-sized campus in a rural setting in northwest Tennessee with a special "residen-

tial” character: a larger percentage of its students live on campus than at any other Tennessee public campus. Martin offers undergraduate degrees in 70 specialized fields, and master’s degrees in business, education and home economics. Since Dr. Margaret Perry came from Tennessee Tech to become chancellor in 1986, enrollment has increased from 4,923 to 5,363.

The Institute of Agriculture, headquartered in Knoxville, has offices in every county. Its Colleges of Agriculture and Veterinary Medicine offer 30 undergraduate, graduate and professional degrees. Its experiment station and extension service advance knowledge in agriculture and related areas and explore the link between animal health and human health. The Institute helps apply that knowledge to conserve resources and to make agriculture and agribusiness more productive. Dr. D. M. Gossett became vice president for agriculture in 1987 after 11 years as dean of the Agricultural Experiment Station.

The Space Institute in Tullahoma offers master’s and Ph.D. degrees in aerospace and space-related engineering, science and technology to 100 full-time and more than 450 part-time students. Its research focuses on aerospace propulsion, aerodynamics, energy conversion, laser technology and application, environmental research and development and management, and large-scale computations. It is allied with the nearby Air Force Arnold Engineering Development Center. Dr. Wesley Harris, who had been professor of engineering at MIT and dean of the College of Engineering at the University of Connecticut, became UT vice-president of the Institute on July 1, 1990.

The Institute for Public Service transfers expertise and information from University campuses to Tennesseans where they live and work, especially those who lead cities, counties, industry and state government. IPS delivers its services by telecommunications and through offices in Knoxville, Cookeville, Nashville, Chattanooga and Jackson. Sammie Lynn Puett, who began her university career with IPS in 1960, became vice-president in 1989. She also leads the new university-wide initiative on continuing education and lifelong learning.



D.M. Gossett



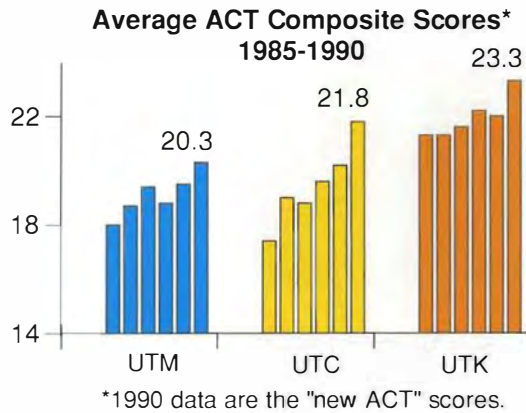
Wesley Harris



Sammie Lynn Puett

Progress:

Better prepared students



The University of Tennessee attracts more of Tennessee's best prepared high school graduates than any other university, public or private. This year's freshman class at UT Knoxville averaged 23.3 on the ACT. It includes 38 merit scholars, more than in any previous year in the University's history and 15 more than last year. That class also has 42 of the state's 100 new Tennessee Academic Scholars.

Keep the Best for Tennessee

We're working hard to make our university even more attractive for Tennesseans and to help keep Tennessee's best students at home. Our new Whittle scholarships provide a big incentive for Tennessee's best and brightest students to attend UT Knoxville.

Chris Whittle's (Knoxville '69) commitment of \$5.2 million last year for scholarships is helping to attract more students who exhibit strong leadership qualities and academic achievement.

Kevin Clark, one of the select group of Whittle Scholars, is from Knoxville's Karns High School. He sees the scholarship as both an opportunity and a responsibility.

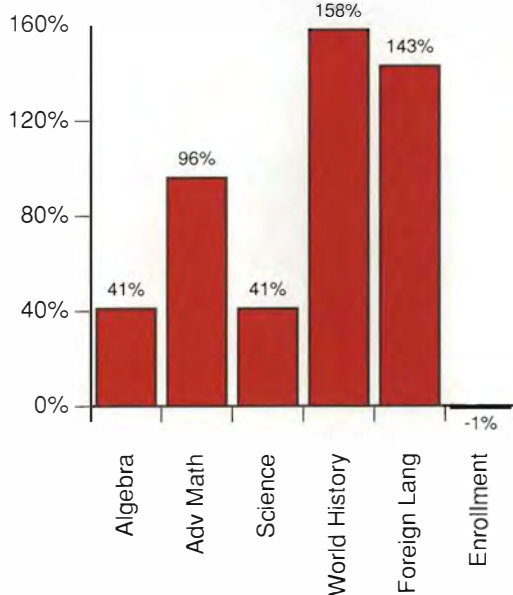
"We've been given opportunities for achievement that otherwise might not have been possible. We've been provided mentors, special seminars, extended privileges in using UT facilities, and travel, study, or work abroad.

"Because of these opportunities, I feel an obligation to give something back to the University. We must maintain high academic standards, participate in extracurricular activities, and provide campus leadership."



Whittle Scholar Kevin Clark: he feels an obligation to achieve.

Increase in percentage of high school students taking college prep courses, 1982-1988



Individual attention for honors students

In UT Chattanooga's University Honors Program, 160 students experience the best of two worlds—the intimacy of their small group and the diversity of the larger campus community.

"I've learned the value of ideas, including my own," says Brock Scholar Jayne Powell. "Interacting in seminars with professors and peers has taught me that the beauty of debating the answer to a question lies in the debate itself, not in the answer."

UT Martin's University Scholars program offers special academic opportunities while emphasizing independent study. The 60 talented students participating in this 10-year-old program attend special seminars and reading/discussion groups, and conduct honors senior projects.

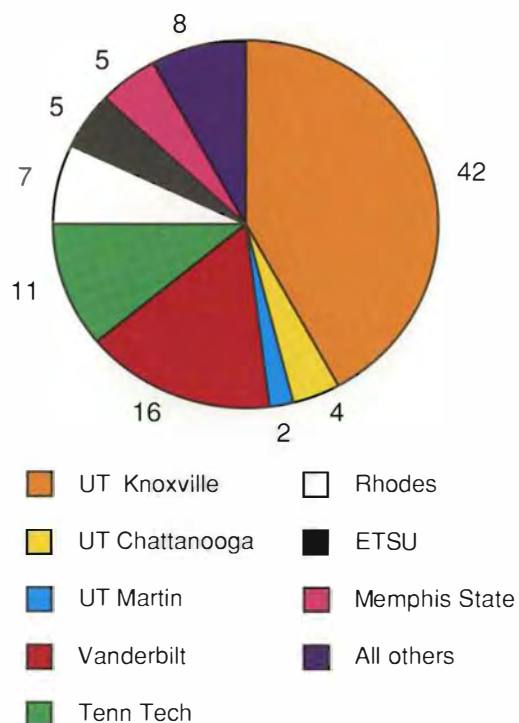
Freshmen first

Even if freshmen are well prepared, the transition to college can be bewildering unless the university takes special steps to help students adjust. At UT Martin, the campus belongs to the freshmen for a week before the other students arrive. The newcomers get tips about studying and can use the writing and math labs while they get to know the campus and their classmates.



With honors: Stacy Tutor is one of UT Martin's University Scholars. These academic all stars do special work and get special attention as part of UTM's honors program.

The 1990 Tennessee Academic Scholars: Schools they Chose



Scholars like UT: Tennessee Academic Scholars receive \$4,000 a year—\$2,000 from the state of Tennessee and a matching amount from the Tennessee public or private university of their choice.

Progress:

Better teaching



Move over, Sir Edmund: The National Geographic Society gave Dr. Sid Jumper the same type of award it gave Sir Edmund Hillary when he conquered Mt. Everest. Dr. Jumper's challenge was getting geography back into grades K-12—"no less difficult a feat," he says.



Vital signs: Doctors in training at UT Memphis use interactive video disks that simulate trauma situations.

Nothing we do at the University of Tennessee is more important than teaching students. Our teacher-scholars work closely with students, and many of them win awards for their teaching.

Dr. Sid Jumper, for example, was one of four "distinguished geography educators" named by the National Geographic Society in 1990. Dr. Jumper helped establish world geography as an entrance requirement for UT freshmen in 1989 and at all Tennessee universities by 1993. As a result, high school geography enrollment in Tennessee has increased by more than one-third.

Patients come first

At UT Memphis students learn the most up-to-date ways of treating patients. Students use interactive video computer technology that simulates trauma situations and gives them various treatment options in caring for patients.

"Students have to acquire so much information in medical school," says Dr. Thomas Singarella. "The video disks give them the opportunity to utilize and synthesize that information.

"Students love it."

Learning for the real world

Teaching can also mean helping students learn by doing, and that's how the members of UT Knoxville's 1990 Methanol Challenge team chalked up a valuable learning experience and a first place finish in the General Motors-sponsored Methanol Challenge. GM each year challenges the nation's engineering schools to rebuild Chevrolets to run on methanol. The College of Engineering team from



Foster

UT Knoxville has produced the national winner for two consecutive years under the guidance of faculty adviser Dr. Jeffrey Hodgson.

"The rally brought theories out of the classroom and showed you real world applications," said Knoxville senior Michelle Foster. "I really enjoyed it."

Good guys vs. bad guys

UT and the state are cooperating to offer the Law Enforcement Satellite Academy of Tennessee, which delivers high quality law enforcement training across the state. Even the smallest counties that ordinarily can't afford to send personnel away for training receive it from the most knowledgeable experts.

Wilson County Sheriff Terry Ashe is enthusiastic about LESAT: "When the bad guys get new weapons and new techniques, we need new training. LESAT offers quality, consistent training across the state and interaction between the instructors and the students via a telephone hookup."

Training for business

Another of our innovative teaching efforts is the management development programs in the College of Business Administration at Knoxville. The programs attract 2,000 executives annually from throughout the country and from such corporations as Procter & Gamble, Georgia Pacific, and Bechtel for intensive training to help them become better managers. One of the programs, the Institutes for Productivity through Quality, turns out 1,000 graduates each year, who in turn go back to their plants and teach their co-workers what they've learned about statistical quality control.



Hart

Mike Hart (Knoxville '67) from the Ford Glass Plant in Nashville attended one of the Institutes for Productivity through Quality, listened and learned, and returned to train 2,000 plant workers. The plant earned a top rating from Ford, and Hart became a walking advertisement for the Institutes.

"I tell anybody who'll listen: 'go to UT. They're the best.'"



Lawman: Sheriff Terry Ashe says good training can be "the difference between life and death" for law enforcement officers. UT and the state deliver training by satellite so officers all across Tennessee can learn the latest techniques and changes in laws.



A lot for the money: UTC's Ruby Riesinger says reasonable fees and lots of personal attention from her professors make UT Chattanooga a bargain. "I'd probably pay extra to go to UTC if I had to!" she says.

Progress:

A "best buy" university

UT is a bargain. Because UT is a state-assisted institution, each in-state student in effect receives a substantial scholarship from the taxpayers. Students receive a quality education at a price most families can afford.

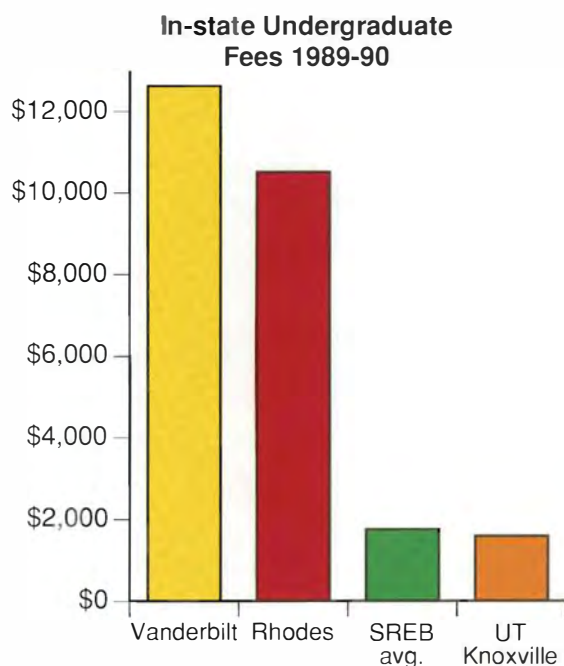
A bargain for Tennesseans

When compared with private institutions, UT's fees are extremely reasonable.

"I get more attention for my dollar," says UT Chattanooga student Ruby Riesinger. "Students get lots of personal attention, especially in the business school, where I'm enrolled.

"UTC has a 'big school' atmosphere on a small campus."

Last year Edward B. Fiske, *New York Times* education columnist, included UT Knoxville in his "best buys" book. And, for 1990-91, Fiske listed UT Knoxville in his *Fiske Guide to Colleges*, his selective guide to 300 of the "best and most interesting" universities.



Southern Region Education Board average consists of state-assisted institutions.



In-state fees at UT Martin totaled \$1,360 last year.

Progress:

A more diverse university

The days are gone when college and university campuses were the exclusive domain of 18- to 21-year-old students. The age and ethnic composition of the student body today reflects the diversity of the state's population and includes a healthy share of out-of-state and international students as well. Some of the people who make UT an interesting and diverse place include:



January

• Medical student Bruce January. He enjoyed his exposure to UT Memphis through the Health Careers Opportunity Program for minority students, so he came back for more. The Atlanta native studied veterinary medicine at the University of Georgia for two years before enrolling in the College of Medicine. He's glad he made the switch.

"I'm impressed by the number of hospitals in Memphis and the different experience you get in each one. I'm happy here—I'm really glad I came."

• UT Knoxville student Theotis Robinson, Jr. Robinson was the University's first black undergraduate in 1961, but had to drop out because of family obligations. At age 48, he doesn't feel out of place.



Robinson

"Often I'm not even the oldest one in the class. The young people are great, too. We get along fine."

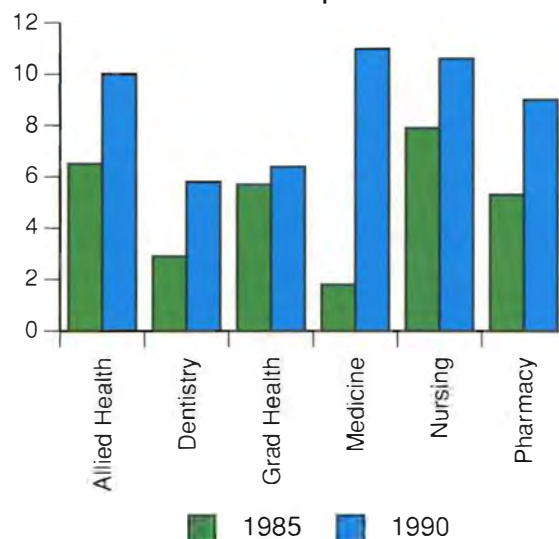
• UT Martin's Jayne Parrish. Being a full-time student and a wife and mother wasn't enough for Parrish. She ran a house cleaning service in her spare time and managed to maintain a 3.9 grade point average.

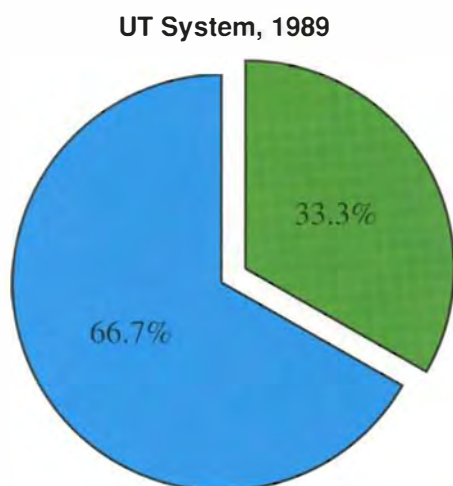


Parrish

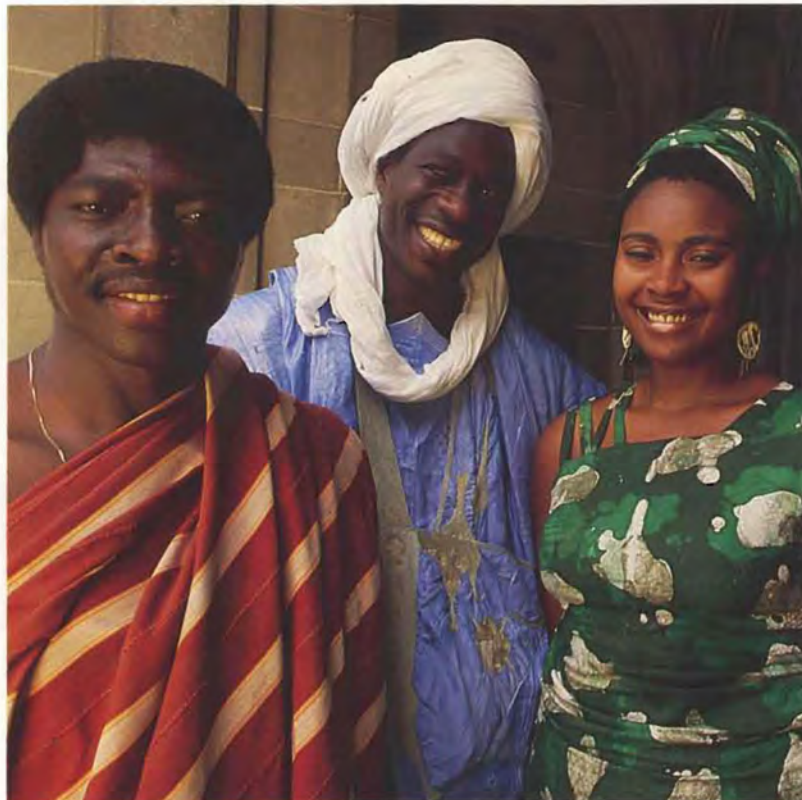
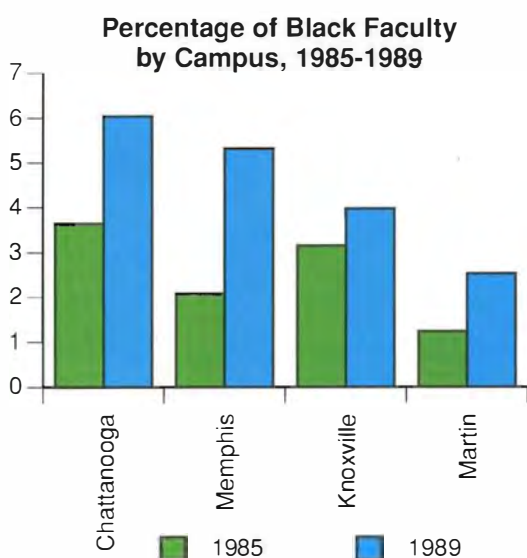
Parrish, who graduated earlier this year, was a founder and chairperson of UTM's Older Student Association. She also helped recruit more older students to UTM.

Black Students as Percent of Total Enrollment
UT Memphis





One-third of our students are 25 years old or older.



Foreign influence: Students from more than 95 foreign countries add to the diversity of the University of Tennessee.

"I've known so many people who've wanted to go to college but were intimidated by all the 18-year-olds," she says.

She plans to work in the public finance area and eventually come back to school—as an even older student—to work on a graduate degree.

More black faculty

The faculty of the University is also becoming more diverse. For example, the number of black faculty at UT Memphis increased from 18 in 1986 to 45 in 1990. The 20 black faculty in the UT Memphis College of Medicine represent 3 percent of its 647 total faculty. The national average for black faculty is about 2 percent in colleges of medicine.

The numbers of black faculty have also been increasing at all UT campuses. Last year, Knoxville had 56 black faculty and Chattanooga had 17. This fall, UT Martin doubled the number of black faculty from six to 13 and that is the largest number of black faculty in its history.

Progress:

More competitive faculty salaries

The quality of a university depends first upon the quality of its faculty. To attract and retain the best faculty, we have to be able to compete in the worldwide academic marketplace.

Rising through the ranks

In 1984, UT Knoxville, UT Chattanooga, and UT Martin were near the bottom in rankings of faculty salaries at comparable schools. Now all three are near the mid-point, making them more competitive in faculty recruiting.

Dr. Jimmy Trentham, biology professor and 25-year veteran at UT Martin, has seen the improvement.

"When I was academic vice chancellor about 10 years ago, I wrestled with the faculty salary problem constantly. UT Martin was so far behind. But we've really seen a lot of improvement, and we compare favorably now with our peer schools in the Southeast.

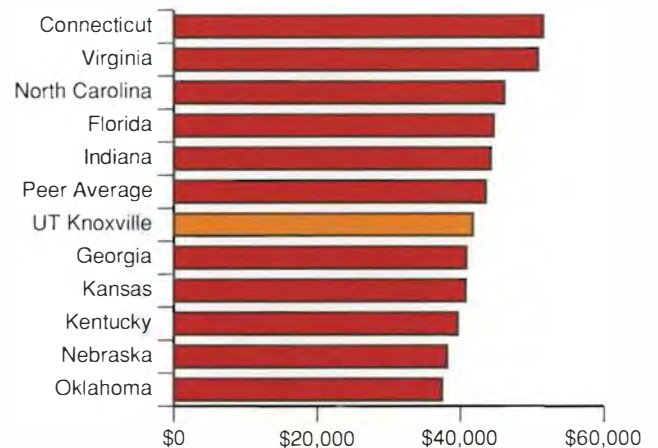


Better pay equals better faculty: Dr. Jimmy Trentham says increases in faculty salaries allow UT Martin to hire and keep talented teachers.

"I think it's easier now for us to recruit good faculty, too, particularly in business and engineering, where we have to compete with industry."

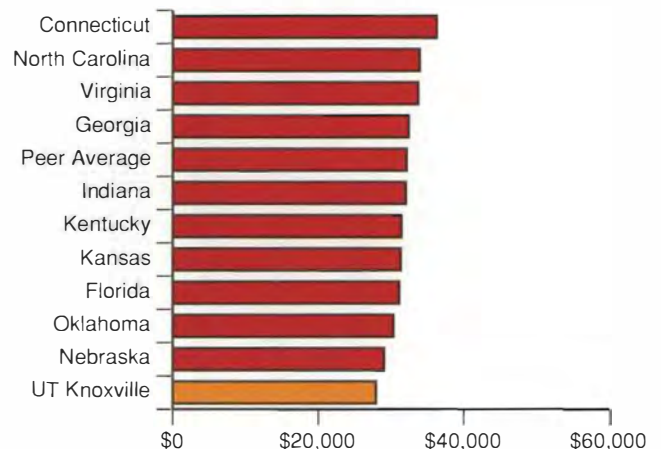
TODAY

Faculty Average Salaries, 1988-89, Peer Institutions



FIVE YEARS AGO

Faculty Average Salaries 1983-84, Peer Institutions



Progress:

Chairs and Centers of Excellence

The legislature began the Chairs of Excellence program in 1984. These \$1 million chairs have increased from nine in 1985 to 45 this year at our campuses.

The chairs help us do better what we do best.

Chairs are good for Tennessee

Each chair is supported by a \$1 million endowment—\$500,000 from the state, matched by \$500,000 raised by the University (almost exclusively from outside donors). The income from each chair's endowment supports the salary and related activities of a distinguished teacher-scholar.



Dr. Simpson

At UT Memphis, Dr. Joe Leigh Simpson, holder of the Faculty Chair of Excellence in Obstetrics and Gynecology, researches genetic causes of birth defects.

"We're investigating ways to identify birth defects while pregnancy is still in progress," he says. "I hope our genetics work will provide a better health outlook for both mother and child."

Centers get special funds

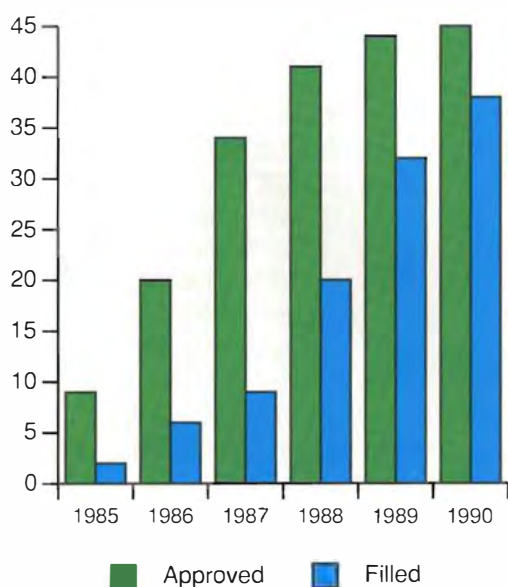
The University also is proud of its 10 Centers of Excellence—exceptional programs that have been singled out for special state funding. The largest of these is the Science Alliance, operated by UT Knoxville and Oak Ridge National Laboratory. The alliance promotes joint education and research projects between UT and ORNL. As part of the Science Alliance, 11 Distinguished Scientists hold joint appointments at the two institutions and do research on complex problems. Professor Robert Uhrig,



Dr. Uhrig

for example, develops neural network computers that could eventually help human operators manage power plants. The networks simulate the biological processes of the brain so computers can "learn" to respond to different situations.

**Million Dollar
Chairs of Excellence**



Progress:

Research dollars

Between 1984 and last year, the money our scholars attracted from outside agencies nearly doubled, from \$72 million to \$137 million. The National Science Foundation ranks the University of Tennessee 41st among the nation's top 100 research universities in terms of the external funding it receives to do research. UT Knoxville is one of 70 U.S. universities designated by the Carnegie Foundation as a "category one research university."

Protecting the environment

One thing that attracted President George Bush to visit UT Knoxville last winter was the research Dr. Gary Sayler and Dr. David White are doing in the area of microbiology. Dr. Sayler showed the President how bacteria can be used to degrade environmental pollutants. He used genetically altered bacteria to break down naphthalene, a commonly used industrial solvent and pollutant, and even involved President Bush in preparing the experiment.

Saving the soil

Research can be very down-to-earth, too. Take, for instance, the UT Agricultural Experiment Station's continuing work with no-till farming. West Tennessee's rich

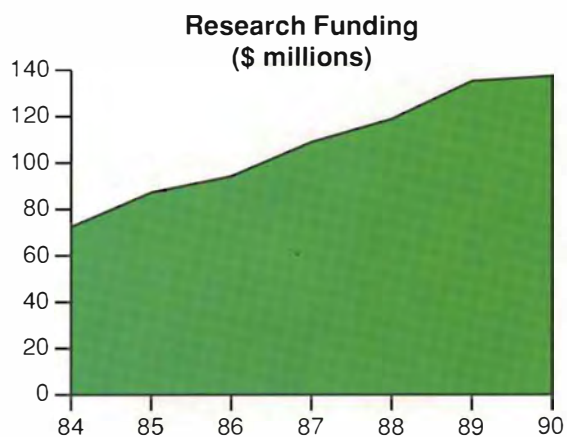


Environmental warriors: When President Bush came to UT Knoxville, he helped Dr. Gary Sayler, left, and Dr. David White with an experiment that used bacteria to break down naphthalene, a common pollutant.

Source: National Science Foundation ►

America's Top 100 Research Universities, 1989

1. Johns Hopkins U.
2. Stanford U.
3. Cornell U.
4. U. of Wisconsin, Madison
5. Massachusetts Inst. of Technology
6. U. of Minnesota
7. U. of Michigan
8. Texas A&M U.
9. U. of California, Los Angeles
10. U. of California, San Diego
11. U. of Illinois, Urbana-Champaign
12. U. of California, San Francisco
13. U. of Washington
14. Harvard U.
15. Pennsylvania State U.
16. U. of California, Berkeley
17. U. of Texas, Austin
18. Yale U.
19. Columbia U.
20. U. of Pennsylvania
21. U. of Arizona
22. U. of California, Davis
23. Ohio State U.
24. U. of Southern California
25. U. of Georgia
26. U. of Maryland, College Park
27. Georgia Institute of Technology
28. U. of Colorado
29. Purdue U.
30. Washington U.
31. Michigan State U.
32. North Carolina State U.
33. Louisiana State U.
34. U. of Rochester
35. Duke U.
36. U. of Florida
37. U. of North Carolina, Chapel Hill
38. Baylor College of Medicine
39. Rutgers U.
40. Northwestern U.
41. **U. of Tennessee System**
42. New York U.
43. U. of Pittsburgh
44. U. of Chicago
45. Carnegie Mellon U.
46. California Institute of Technology
47. U. of Massachusetts
48. U. of Iowa
49. Virginia Polytechnic Inst. and State U.
50. U. of Connecticut
51. Oregon State U.
52. State U. of New York, Buffalo
53. Iowa State U.
54. U. of Alabama, Birmingham
55. State U. of New York, Stony Brook
56. Case Western Reserve U.
57. Princeton U.
58. U. of Illinois, Chicago
59. U. of Utah
60. U. of Texas System Cancer Center
61. Yeshiva U.
62. U. of Virginia
63. Indiana U.
64. U. of Miami
65. U. of Texas Southwestern Medical Center Dallas
66. U. of Kentucky
67. Rockefeller U.
68. U. of Missouri, Columbia
69. U. of Hawaii, Manoa
70. Boston U.
71. New Mexico State U.
72. Emory U.
73. U. of Nebraska, Lincoln
74. Vanderbilt U.
75. U. of Cincinnati
76. U. of California, Irvine
77. Colorado State U.
78. Utah State U.
79. Woods Hole Oceanographic Institute
80. U. of Maryland, Baltimore
81. Oklahoma State U.
82. Tufts U.
83. U. of California, Riverside
84. Auburn U.
85. U. of Kansas
86. Washington State U.
87. Florida State U.
88. Wayne State U.
89. U. of Oklahoma
90. City U. of New York, Mount Sinai School of Medicine
91. Clemson U.
92. U. of California, Santa Barbara
93. Mississippi State U.
94. Georgetown U.
95. U. of New Mexico
96. U. of Texas Health Science Center Houston
97. Kansas State U.
98. Virginia Commonwealth U.
99. Tulane U.
100. U. of Medicine & Dentistry of New Jersey



University of Tennessee research funding nearly doubled between 1984 and 1990.



soil has been plagued by erosion. Our scientists responded with pioneering research into the no-till technique, which leaves topsoil virtually undisturbed. Cotton farmers who must comply with new, stiffer soil conservation requirements can use the no-till method, leave the stubble in the field, and plant over it, cutting down on erosion and topsoil loss.

Helping innovative schools

Faculty in the UT Knoxville College of Education were chosen by the RJR-Nabisco Foundation to measure the outcomes of its \$30 million investment in the nation's public schools. Our faculty are helping RJR-Nabisco's Next Century Schools set goals, measure their progress, and produce report cards of their results.

Fighting muscular dystrophy

At UT Memphis, researcher Peter Law is testing a potential treatment for diseases like muscular dystrophy. Dr. Gerald Golden and Dr. Law inject healthy muscle cells into dystrophic muscles. Based on Dr. Law's research, the donor cells should develop normally, slowing down the muscle degeneration. If the treatment works, it could help combat a type of muscular dystrophy that usually results in the death of its victims by their mid-20s.

Progress:

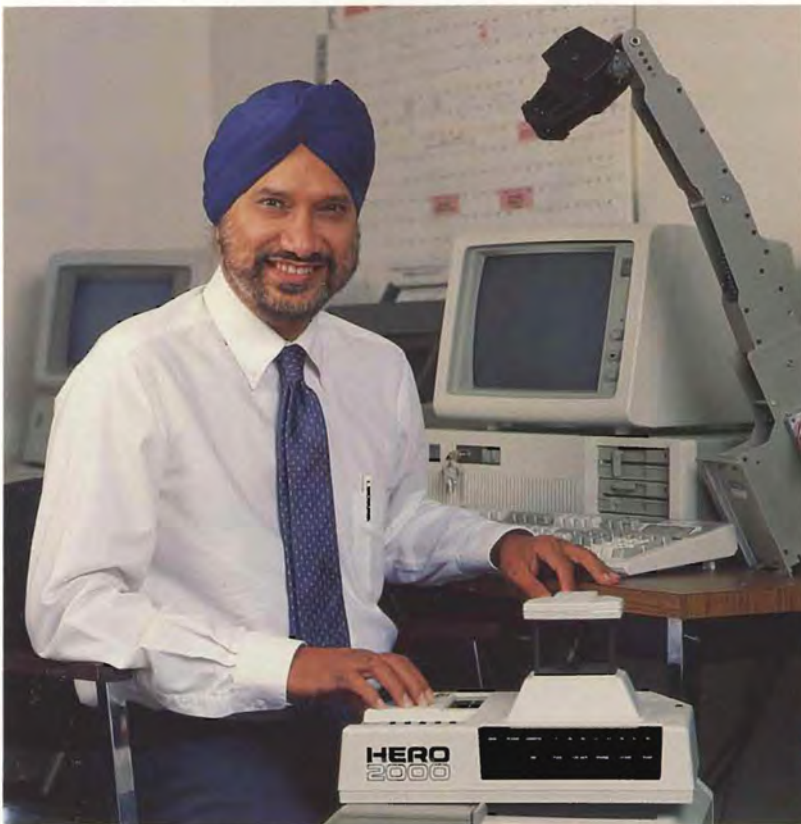
Ideas into jobs

Better schools and great universities mean better jobs. It is the University of Tennessee's role to prepare today's students for tomorrow's jobs and to update the skills of the men and women in today's work force, helping them become more productive.

Home-grown businesses

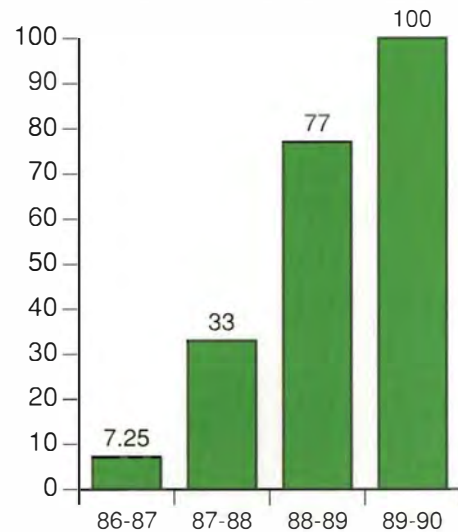
But the University also helps create jobs in other ways. The Venture Capital Center helps bring those who have marketable ideas together with venture capitalists, thus promoting new businesses and creating "home grown" jobs.

The UT Research Corporation makes it easier for faculty to obtain patents on their inventions. It also arranges the division of profits from those inventions between the University and the faculty who created them. With its expertise in analyzing inventions and the patent applications process, UTRC has helped to increase dramatically the number of patents faculty members have received.



Help for health care: Dr. Prem Chopra of UT Chattanooga holds a patent on a voice activated computer system for hospitals.

Venture Capital Invested in
UT-developed industries (\$ millions)



Patents Issued in 1989

1.	MIT	102
2.	California	81
3.	Caltech	59
4.	Texas	51
5.	Stanford	43
6.	Florida	42
7.	Minnesota	41
8.	Iowa State	28
9.	Wisconsin	28
10.	Johns Hopkins	27
11.	Cornell	25
12.	SUNY	25
13.	Michigan	23
14.	Washington	23
15.	Harvard	19
16.	Columbia	19
17.	Pittsburgh	17
18.	Illinois	15
19.	Purdue	15
20.	Wayne State	15
21.	Chicago	14
22.	Iowa	13
23.	Ohio State	13
24.	Utah	13
25.	Tennessee	12
	Boston	12
	Princeton	12
	Yale	12

Progress:

Public service

The Tennessee General Assembly has directed us to garner more external support for public service. UT has done that, increasing the monies it gets from outside sources for public service from \$335,000 in 1984 to nearly \$1.3 million last year.

UT's Institute for Public Service is the channel for directing the University's brain power and know-how to serve the needs of government, business and people throughout Tennessee.

Hola, "Amigos"!

UT public service is getting national exposure with "Amigos"— a Spanish language instruction program produced by UT and broadcast by PBS. The University originated the concept for the broadcasts, won funding from the Corporation for Public Broadcasting, and produced the series that teaches kindergarten through second grade students Spanish language, geography and culture.

Extension contacts 4 million

Probably UT's best known service is in the area of agriculture. The Agricultural Extension Service is the off-campus teaching program that takes University exper-



Buenos dias: Public television stations throughout the country broadcast UT's Spanish language instruction program "Amigos."

tise to the people of Tennessee. Some 430 professional staff specialists and agents in all 95 counties make more than 4 million personal contacts annually with the citizens of the state. One of those last year was with Madisonville dairy farmer Ron Torbett. With UT's help, he's using "control grazing" to make his cows healthier and more productive.

Torbett's farm is a model for the South, and he gives UT a lot of credit.

"UT was just great to work with. They helped me tremendously."

Students serve, too

Students **get** involved in public service, too.

Veanna Dennis, for one, volunteers at a Chattanooga mental health center and helps advise freshmen and at-risk students at UT Chattanooga. She started her volunteering ways in high school as a candy striper.

"My mother suggested I do it. She said I wouldn't get paid, but it was a good way to help others. She was right."

She plans to pursue a career in counseling when she graduates.

"I enjoy talking with people and helping them with their problems," she says.

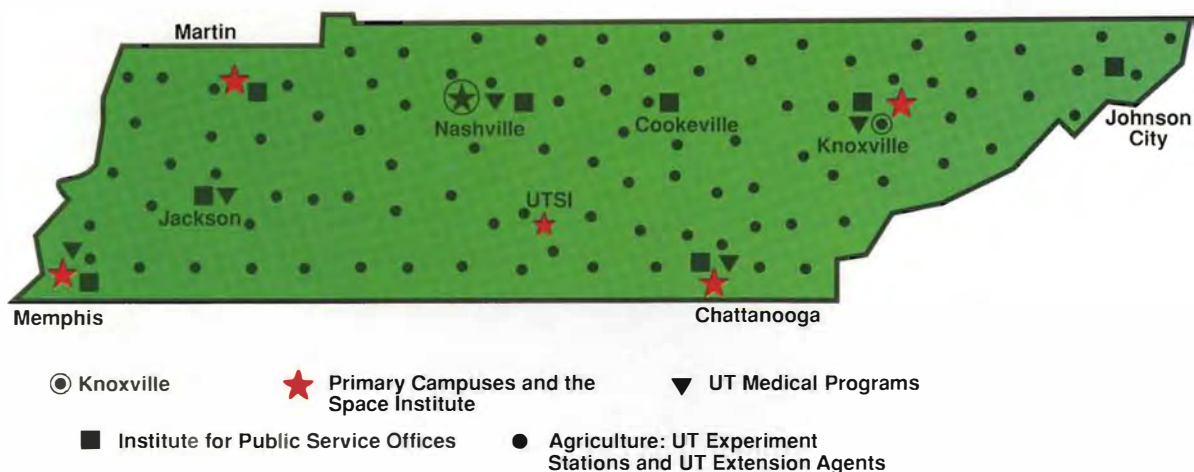


Torbett



Dennis

UT: The State is our Campus



Progress:

Alliances with government and industry



Saturn and UT—strong partners: Saturn workers want a university where they can further their educations and where their children can go. A host of cooperative agreements makes UT the obvious choice.

The University is a partner with many other institutions in Tennessee working to promote education, research, and economic development.

- UT Knoxville has a strong partnership with our “sister campus” Oak Ridge National Laboratory. Nearly 500 scientists are involved in research between the two institutions.

- UT Memphis is affiliated with 20 teaching hospitals—seven in Memphis and 13 across the state. Those alliances strengthen health science education, patient care and research.

- We work with the Saturn Corporation in Spring Hill, Tennessee, to share information and resources. For example, UT is doing landscape design for the Saturn plant, while Saturn has furnished a design lab in the ornamental horticulture and design department. In addition, Saturn has contracted with education faculty to assist its Human Resources Division to use reading and mathematics assessments in selecting its employees.

- The UT Space Institute, through its partnership with Calspan Corporation, is managing a \$50 million university consortium project that will design, build and fly a commercial unmanned space vehicle.

- UT Martin is home to WestStar, a leadership training group for West Tennesseans. The first class of 27 emerging leaders from 20 West Tennessee counties completed its training last year.

- UT Chattanooga works with its surrounding community through the Community Career Education program. University counselors help displaced homemakers, single parents, and youth, with career and education decisions.

- The UT Institute for Public Service, working with both federal and state government, is part of a pilot national effort to help small manufacturers increase their competitiveness by using technologies already available in federal facilities like Oak Ridge National Laboratory.

Progress:

Partnerships with schools

In February, when President Bush visited UT Knoxville, Martin Marietta Corporation, the state of Tennessee, and the U.S. Department of Energy each gave the University \$1 million to begin a summer academy for teachers of science and mathematics. Beginning in 1991, about 75 K-12 teachers will come to Knoxville for eight weeks to learn to teach science and math more effectively. They'll be taught by top scientists and mathematicians from the University and Oak Ridge National Laboratory. The goal of the academy is the same as one of President Bush's: to help make the USA first in the world in math and science.

The summer academy will complement existing summer programs for public school teachers such as the Governor's Academy for Teachers of Writing and the Governor's Academy for Teachers of Foreign Languages.

Governor's Schools

The University also hosts secondary school students at its Governor's Schools—one for the sciences at Knoxville and one for the humanities at Martin. The students who are invited to the month-long programs are exposed to big issues and to the reasoning process, says Dr. Georgia Shurr, assistant to the director of the Governor's Schools.

"These are the students who in a few years will be the nation's leaders. They will be the innovators, the scientists, the planners, and the philosophers," she says.

The Stokely Institute for Liberal Arts Education each summer brings 20 of the state's best K-12 classroom teachers to the Knoxville campus. They participate in a residential study program featuring seminars in the humanities, social sciences and sciences. During the year following the institute, faculty from UT visit the classrooms of Stokely Fellows to serve as resources to the teacher and students. "The Institute is a good example of effective partnership between the University and the schools," says institute director Dr. Lynn Champion.

Project ACHIEVE

In partnership with the Memphis city schools and LeMoyne-Owen College, UT Memphis has launched Project ACHIEVE—Achieving Careers in Health Involves

Learning to teach better: About 200 teachers a year come to UT Knoxville's Stokely Institute to hone their instructional skills.



Encouragement, Vision and Effort. ACHIEVE seeks to motivate inner city children to become top achievers in math and science.

Teaching science, math better

The UT Martin Center of Excellence for the Enrichment of Science and Mathematics Education helps teachers “learn by doing” with lots of hands on experiments for students to try. Many schools don’t have teachers who are highly qualified in science and math, and the center helps augment their training so they can enrich the curricula in their schools.

Also at UT Martin, a yearly “Kid College” offers five- to 14-year-old children academic stimulation and fun. For two weeks, the students attend classes in such areas as astronomy, music, math, and theatre.

High schoolers learn to “excel”

Project Excel, a research project under the direction of Drs. Olga Welch and Carolyn Hodges, seeks to demystify the college experience for inner-city college-bound students between their sophomore year and the first year of college. Selected students spend a month on the Knoxville campus, taking courses in foreign languages and English from experienced secondary school teachers. Exposure to the atmosphere, requirements and expectations of higher education encourages these students to realize their potential for success.



College preview: Inner-city high school students get a taste of university life through Project Excel.



Progress:

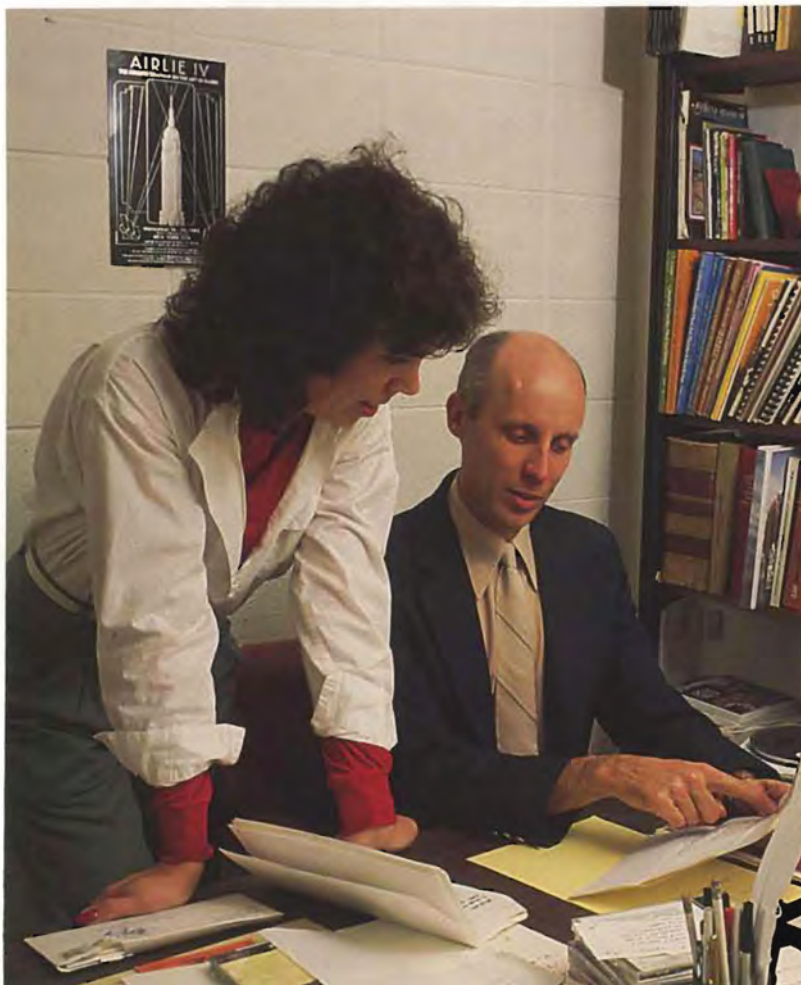
Administrative costs

We've reduced administrative costs and reallocated those dollars to teaching and research.

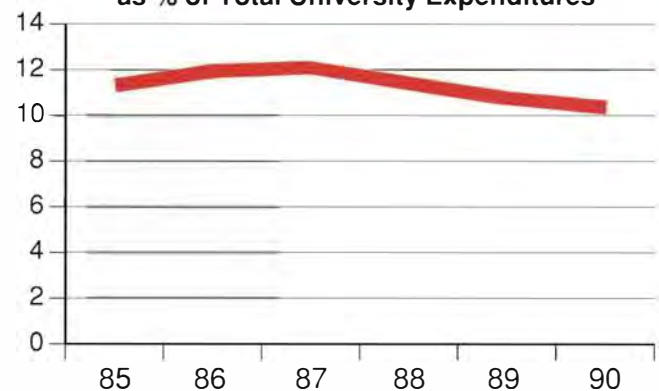
Savings of \$1.5 million per year

In 1987 we reduced administrative costs by \$2.2 million and then for each of the next two years we reduced those costs by \$1.5 million. In 1990-91, we plan to match last year's savings.

We're proud of our administrators. They admit students, advise and counsel them, help schedule classes, raise funds, maintain the grounds, provide for security, run the bookstore, deliver the mail, administer scholarships, prepare meals, supervise the residence halls, operate the computers, pay the bills, and take care of other vital services.



Administrative Costs, FY 1985-1990,
as % of Total University Expenditures



Reducing administrative costs has made more money available for teaching and research.

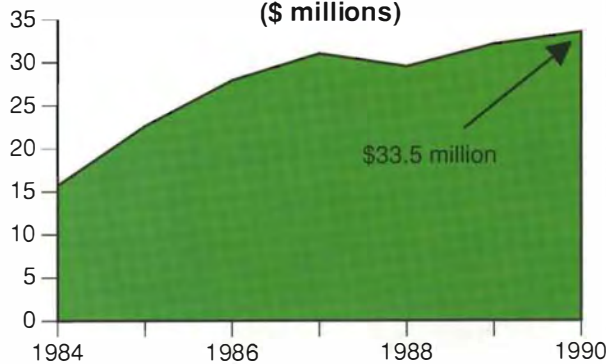


Good administrators make the University run smoothly for students. Carol Dean, Assistant Director of Business Affairs, offers advice to a UT Martin student.

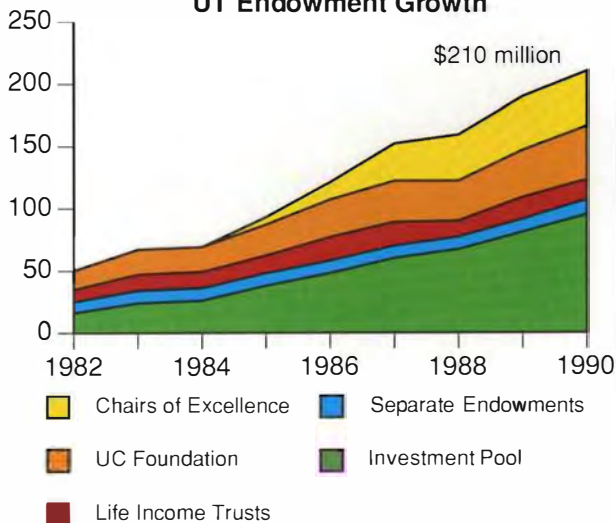
Progress:

Help from our friends

Yearly Private Giving, Including Athletics (\$ millions)



UT Endowment Growth



UT's endowment has become one of the largest in the nation among public universities. Endowment income allows the University to offer scholarships and to enjoy other "extras" that state appropriations are not available to cover. Record giving and wise investments saw the endowment—all funds invested for the benefit of the University—more than quadruple in the '80s. And, UT Chattanooga ranked 18th in the country last year in the ratio of endowment funds per student.

Gifts improve teaching and research

UT alumni and other friends were more generous than ever last year, giving a record \$33.5 million. Ninety percent went to academic programs and the remainder to athletics.

The money came from: alumni (through the National Alumni Association annual giving program), \$6.8 million; corporations, \$9 million; wills, bequests, and trusts, \$5.9 million; and "special" gifts, \$7.3 million.

Annual giving has increased dramatically, says Betty Gill, last year's NAA annual giving chairman.

"In 1970, annual giving was one-half million dollars," Gill said. "Just 20 years later, we raised 12 times that amount."

Public, private support necessary

Van Cunningham, last year's chairman of the UT Development Council, said a combination of public and private support is necessary for the University to grow.

"It's not hard to convince donors to invest in sound programs when those programs are backed by the University's record of success."

Progress:

Respect

"I was thrilled to learned that Tennessee—a major research university and a pillar of the science-rich Oak Ridge Corridor—has already taken the lead in responding to our challenge to use science and technology to boost America's competitiveness."

—President George Bush, UT Knoxville, Feb. 2, 1990

"When you appreciate what someone is doing, you ought to let them know about it."

—Joe Beal, Martin-Weakley County NAACP President, on Chancellor Margaret Perry's hiring practices, August 31, 1990

"...Memphis is on the leading edge of the worldwide search for the ultimate victory we all know will come soon. I can only say THANK YOU University of Tennessee, Memphis for all you have done to unlock the secrets of neuromuscular disease."

—David Eppihimer, national Muscular Dystrophy Association, July 31, 1990

"By 1990, if the Corporation for Public Broadcasting and the University of Tennessee have their way, this program, 'Amigos,' will be helping children learn Spanish in their classrooms."

—The New York Times, August 28, 1989

"The association between the . . . Thompson Cancer Survival Center and the College of Veterinary Medicine has given us the ability to mix basic and clinical research for the benefit of all cancer patients."

—Dr. John Costanzi, Thompson Center, October 15, 1990

"We talked about the importance of the Space Institute as a research center for space and for graduate education in the space sciences."

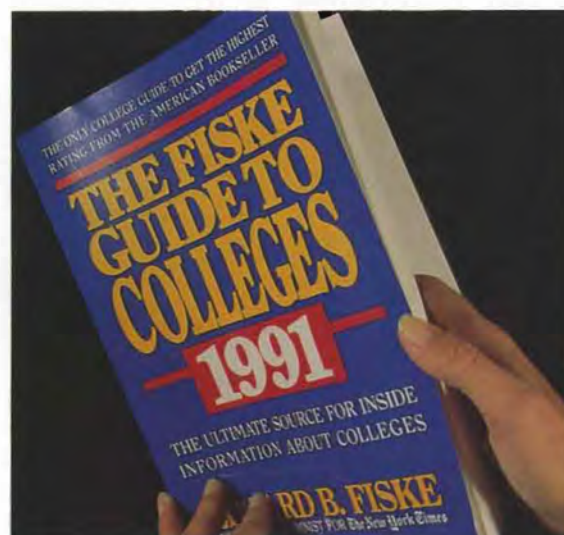
—Vice President Dan Quayle, Tullahoma, May 4, 1990

"This year, UTC made a trade—quantity for quality. Fall enrollment increased by only 0.5 percent, but the freshmen are better prepared than ever before."

—The Chattanooga Times, October 12, 1989

"Obviously, great things are happening at the University of Tennessee's Knoxville campus. . . . Earning a spot in the Fiske guide for academic standing is certainly something to be proud of."

—The Knoxville News-Sentinel, September 23, 1990



Very interesting: UT Knoxville is one of the nation's "best and most interesting" universities, as listed in The Fiske Guide to Colleges.

Looking ahead



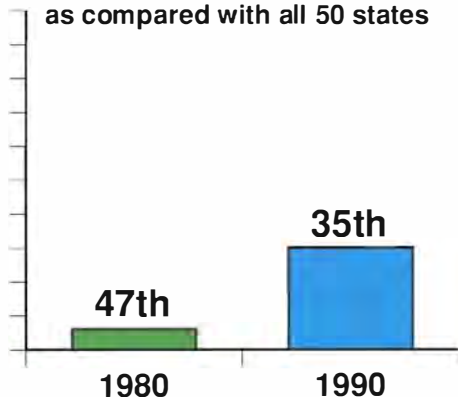
"I'm very proud of this university. I'm proud of the faculty and what they are doing and I'm proud of the students.

"As governor of Tennessee, I want to do everything I can, along with members of the General Assembly, to target the improvements that need to be made to truly make this a flagship university as we move out to the turn of the century.

"We commit our administration and we commit our friends in the legislature who will pass the appropriation bills to improve the funding at the University of Tennessee."

Ned McWherter, Governor
University of Tennessee, Knoxville
September 20, 1990

**Tennessee Average Family Incomes
as compared with all 50 states**



Better schools, colleges and universities have helped to create better jobs.

Governor McWherter said the other day, "I've heard about keeping up with the Joneses all my life. What we really have an opportunity to do now is to step out and do better than the Joneses, to leave the Joneses behind."

Our sentiments exactly.

This report card shows that during the 1980's the University of Tennessee in many ways caught up with the Joneses—in some cases moved ahead.

The problem is, Tennessee's competition during the 1990's is not with our neighbors, the Joneses, but with our new neighbors in the world marketplace, whose names are more likely to be Yamamoto, Schmitt, DuBois, or Tsao.

That is a problem because our workforce is under-skilled and undereducated and therefore unprepared for world marketplace competition.

To keep up with the world, we must have first class—not just "keeping up with the Joneses"—schools, colleges and universities.

The Governor recommends "21st century schools" to prepare next century's workforce, our children. We agree.

But what about the next 10 years, the 1990's workforce? *Eighty-five percent of Tennesseans who will be working in the year 2000 are already at work today.*

The best way to move Tennessee today, tomorrow, next week and for the next 10 years is for those of us already at work, or about to go to work, to continue our education.

That is why we need first-class colleges and universities.

(One more good reason is that the one program we absolutely know will create better schools is a program that educates parents.)

Only 11 percent of Tennesseans ages 45 to 65 have a college degree.

The single best thing that could happen to Tennessee is for our colleges and universities to improve their quality and to attract many more students of all ages.

That will cost money, a lot of it—for renovation and new construction of classrooms and research space, for equipment, and especially for attracting and keeping on our campuses the finest teacher-scholars.

This report card shows that such taxpayer investments in better schools, colleges and universities pay off in better jobs.

Lamar Alexander

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The University of Tennessee is governed by its Board of Trustees. Board members are appointed by the governor, who also serves as chairman. The board meets at least three times annually, and its sessions are open to the public.

The Governor of Tennessee
Ned McWherter

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