

TWO FORCES : ONE THRUST





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Ann Baker Furrow



Harry Laughlin



Dr. E. C. Stlmbert

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1971-1972 Two • One Forces • Thrust



The University of Tennessee is distinctly different from 90 per cent of the other institutions of higher education in America, because it is a state-wide system composed of five primary campuses and a central coordination-service organization.

But that very difference has been its greatest asset during the 1971-72 year. As a result, two strong forces—the campuses headed by Chancellors and the central services headed by Vice Presidents, all reporting to the President—have worked cooperatively and effectively to advance the institution. Their achievements are reflected in this annual report.

The work of the five primary campuses constitutes the heart of the University, because they offer the institution's basic programs in the broad areas of instruction, research, and public service. The central organiza-

tion complements and strengthens these programs with dual coordination-service operations which not only contribute to each campus but also bind all campuses together into a unified statewide thrust.

The year's significant developments through the combined efforts of the campuses and the central organization can be summarized as follows:

1. A number of academic and research programs were enlarged and reshaped to meet changing needs and the distinctive goals of the five individual campuses.

2. Public services to all levels of government and the private sector have been coordinated on a state-wide level, strengthening such programs on the individual campuses.

3. Continuing education efforts to extend college-level instruction to more off-campus groups have been significantly expanded.

4. Faculty members and students became more involved in the decision-making processes of the administration at both the system and campus levels.

5. The University fared well in a number of efficiency studies arising from the "new era of accountability" for tax-supported agencies and institutions.

6. Greater financial support was gained from both public and private sources to enable the University to meet its growing needs and to maintain quality programs.

7. In total enrollments, UT advanced to the 15th largest University in America.

Academic and 1. Research Programs Reshaped and Expanded

Academic and research programs, as well as administrative organizations of the University, are constantly undergoing revision in response to changing needs, demands, and opportunities. Notable changes taking place last year on the University's five campuses are as follows.

Medical Units

Perhaps the most sweeping changes occurred at the Medical Units. Beginning at the top leadership level, with the appointment of Dr. Joseph E. Johnson as permanent chancellor and also to the new position of vice president for health affairs, the administration was restructured to reduce substantially the number of administrators reporting directly to the chancellor and to define more clearly the responsibilities of each area of the Medical Units. To accomplish these objectives, three new offices were established, among which was that of vice chancellor for academic affairs, filled by Dr. Richard R. Overman,

former acting dean of the College of Medicine.

Among innovative efforts of the Medical Units this year was its move to establish Clinical Education Centers at strategic points in the state. These Centers, which provide training in the final 12 months for undergraduate medical students and graduate training for interns and residents, are designed to increase the number of physicians in the state and to encourage young physicians to remain in Tennessee after finishing their training. The first Center is being established this year at UT's Memorial Research Center and Hospital in Knoxville, under the supervision of its newly appointed director, Dr. Albert W. Biggs, former chairman of the UT Department of Urology at Memphis. Other centers are proposed for Chattanooga and the Tri-Cities area.

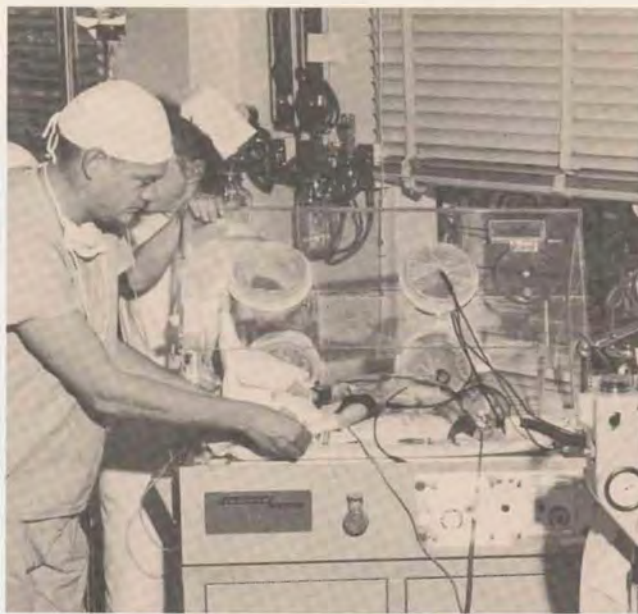
A major revision was made this year in the curriculum of the College of Medicine. This college, which was already graduating physicians in 39 months rather than the traditional four years, will in the future prepare students for the M.D. degree in only 36 months. This shortened curriculum is made

possible by eliminating the three-month layout term, traditionally used by medical students to prepare for national board examinations which are no longer required.

Among other developments at the Medical Units:

1. The College of Pharmacy has expanded its clinical training programs to three hospitals in Memphis.
2. An associate dean, Dr. Beulah Miller, has been employed for the new graduate curriculum in nursing in order that this urgently needed program can be implemented this year.
3. The College of Allied Health Professions has been made operational, and is headed by Dr. Lee Holder as dean.
4. State funds have been appropriated for studying and planning a Clinical Education Center in the Tri-Cities area as well as health care centers in rural areas, the latter in conjunction with Vanderbilt and Meharry universities.

(left) A professor of thoracic surgery examines a child in the Newborn Center at the Medical Units.



(right) A compact mobile air monitor is used by the civil engineering department to measure air pollution levels in urban and rural areas of the state.



Knoxville

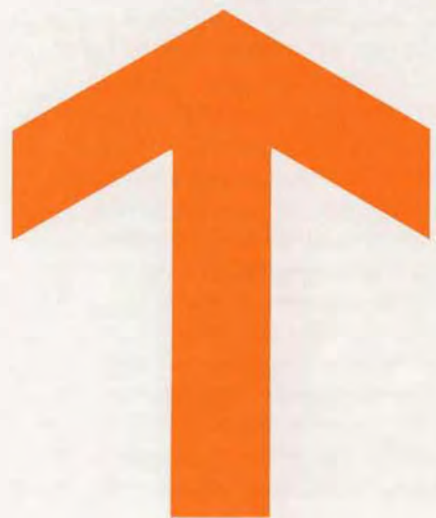
The Knoxville campus has undergone dramatic change in the past year, with a new chancellor putting new ideas and approaches into practice. Dr. Archie Dykes, formerly chancellor of UT's Martin campus, was moved to the Knoxville post at the same time that Dr. Charles H. Weaver, former UTK chancellor, was promoted to the new office of vice president for continuing education.

An area in which the Knoxville campus and the UT system administration are cooperating closely is that of environmental problems. Several new programs which will involve UT's facilities and knowledge in the solution of environmental problems were started this year. Three principal areas of environmental crisis were first identified as targets for UT's efforts: (1) production of food for a growing population; (2) a rising growth rate of human population and its social impact; and (3) the growth of energy consumption in the United States.

At its February meeting, the Board of Trustees approved the establishment of an Environment Center within the UT system. This center is to be a small advisory and coordinating unit attached to both the UT system's public service program and the Knoxville campus administration, and it will guide UT's overall efforts in dealing with environmental problems. A director for this new center is now being sought.

Efforts to establish another program, an Environmental Engineering Project at Knoxville, were rewarded by the approval of the 1972 General Assembly. This program is scheduled to begin July 1, and will provide consultation, engineering analysis, and research on environmental quality for the State Department of Public Health. The University also will conduct short courses, special seminars, and conferences beneficial to the health department.

An example of concern for environmental problems already being demonstrated is the effort of a research team in the UTK civil engineering department to determine air pollution levels in urban and rural areas of the state, using a mobile monitoring unit contained in a modified camping trailer.





Young business executives attend a session of the Tennessee Executive Development Program at UT.



Another instance of concern for environmental problems is the establishment of a research center in the Graduate School of Planning at Knoxville, a program approved by the Board of Trustees this year. This new center will attempt to meet the planning research needs of the state and give overall guidance to efforts to solve emerging problems of urban and regional planning.

January saw the start of an innovative course, the Tennessee Executive Development Program, made possible by the Development Council's \$3 million capital campaign to enrich UT's graduate studies in business

administration. One of the goals of this campaign was the creation of a special educational offering, to help young business leaders develop their executive skills. Participants in the first such course were 30 businessmen from the Southeast and Midwest, who attended a weekly session on the Knoxville campus each month from January through April.

The College of Agriculture at Knoxville underwent a departmental restructuring, with two new departments being formed from four previous ones. A new Department of Animal Science has been established by merging production phases of the present departments of animal husbandry, dairying, and

poultry. The processing phases of dairying and animal husbandry have been merged with the present Department of Food Technology to form a new Department of Food Technology and Science. This new structure will provide for program expansion, improved coordination, increased efficiency, and greater opportunity for students.

A highlight of the year was the reaccreditation of the Knoxville curricula by the Southern Association of Colleges and Schools. Many of the recommendations of the visiting committee are being implemented.



A student rides patrol with a city policeman in UTC's community laboratory program.



Chattanooga

Several experimental programs were launched or broadened at the Chattanooga campus this year.

The Human Services Program, one of the first of its kind in the nation, offered off- and on-campus work in preparing administrative personnel for social and political agencies. This new program provides practical experience to undergraduates, making unnecessary time-consuming and costly on-the-job training after graduation. It trains students for jobs such as counselor, planner, organizer, and social worker, serving in health agencies, as well as in the fields of employment security, corrections, and welfare. This program is funded by a

federal grant, administered through the State Department of Welfare, with some funds coming from the University.

Another new project that is getting under way at Chattanooga is the College of Man, an experiment in new concepts of higher education. Students are given more freedom in pursuing their interests, and there is less emphasis on "good grades" and more emphasis on the student's acquiring a deeper knowledge of his subject and himself. The pilot federal grant for the College of Man was funded this year, and a larger sum will be sought to support the program in the coming year.

The UTC faculty has given preliminary approval to the

proposed Individualized Education Project for persons desiring to resume their interrupted baccalaureate education, a radical departure in structuring continuing education.

A program in academic training for the city's police department was begun, supplementing a two-year course offered at Cleveland State Community College.

One of the terms of the merger of the University with the University of Chattanooga was fulfilled this year with the appointment of a Professor of Religious Thought.

Martin

Like the Knoxville campus, the Martin campus this year gained the outlook and leader-



A new building in downtown Nashville forms the campus for UTM students.

ship of a new chancellor. Succeeding Dr. Dykes was Dr. Larry T. McGehee, who came to Martin from the University of Alabama. Dr. McGehee took office on December 1, 1971, following a three-month interim administration of Dr. Norman Campbell, vice chancellor for academic affairs.

In a generally complimentary report, the Southern Association of Colleges and Schools advised UTM that it would continue its accreditation of the institution based upon its thorough ten-year review. In May, 1972, the institution was notified that the State Department of Education will, in all probability, certify the UTM teacher education programs as independent programs. Previously these programs were certified through the teacher education program of the Knoxville campus.

During the year, several steps toward administrative reorganization, based in part on Southern Association recommendations, were set in motion. The primary functions of administration have been classified under three broad areas:

academic affairs, fiscal affairs, and general development. Each major division will be headed by a vice chancellor or an officer of equivalent rank.

In keeping with its broad policy of emphasizing undergraduate education, UTM is seeking new personnel for a number of positions created by the \$250,000 Venture Fund grant from the Ford Foundation. The new personnel will concentrate in areas of testing and advising as well as in learning skills in reading and computation, honors programs, and experimental learning groups, all of which will move UTM forward significantly in efforts to personalize undergraduate education.

Nashville

This was a year of "firsts" for the Nashville campus, newest of the University's five primary campuses, although it actually originated as an extension center of the Knoxville campus in 1947.

Under the direction of its first chancellor, Dr. Roy Nicks, the Nashville institution is finishing its first year as a full-fledged campus; and this initial year has been spent in a new building, occupied last year and dedicated on July 29. Appropriately, in this first year of operation as a campus, UTM conferred its first baccalaureate degrees. In all, some 50 baccalaureate students finished their work this year.

Another milestone for the new campus was the implementation of a Master of Business Administration curriculum, starting this year with an enrollment of more than 80 students.



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Roy S. Nicks

Central Organization

During the year appointments were made or assignments changed in four top administrative positions of the University's central organization, permitting a greater degree of effectiveness in the services rendered the five campuses.

Dr. Kenneth L. Knickerbocker, former head of the English department at Knoxville, became vice president for academic affairs on September 1. He succeeded Dr. Jack K. Williams, who became president of Texas A & M University.

The duties of the office of vice president for develop-

ment and administration, left vacant when Dr. Joseph E. Johnson became chancellor of the Medical Units and vice president for health affairs, were divided between two top administrative officials. In addition to his duties as vice president for urban and public affairs, S. H. Roberts has been given responsibility for the UT system's programs in development, alumni affairs, and public relations. Dr. James E. Drinnon, formerly executive assistant to the chancellor of the Medical Units, became executive assistant to the

president, a position formerly held by Mr. Roberts. Dr. Drinnon is responsible for the Office of Institutional Research, in his capacity as executive assistant to the President, and for the functions of campus planning, architectural services, and system-level student affairs programs which have been administered by the development-administration vice president.

Dr. Charles H. Weaver, formerly chancellor of the Knoxville campus, was appointed to the new position of vice president for continuing education, effective September 1.



Public Service

2. Become System-Wide

One element of the traditional three-fold land-grant mission of the University is public service, through which the institution's vast storehouse of knowledge is opened to all the people of the state.

Down through the years the University has established numerous agencies and organizations to render certain services to the public that an institution of higher learning is capable of providing. Agricultural extension has been a leading example, and similar programs have been created to meet public needs in engineering and industry, business and transportation, state and local government, regional development, the health services, and numerous other areas of human activity.

This year saw a major effort being made to deliver this know-how more effectively, on a system-wide basis, to those in the state needing its benefits.

A major accomplishment of the year was the reorganization of all public service agencies, except those in agriculture, under a newly created Institute of Public Service, closely coordinated on a system-wide basis. Responsibility for this new institute was given to S. H. Roberts, whose title was changed from vice president for institutional research to vice president for urban and public affairs. An executive director, Dr. Alvin B. Biscoe, was placed in direct charge of the institute.

The Institute is composed of a number of agencies already operating in the fields of municipal advisory services, government training, industrial services, technical assistance, and others. These agencies have basic staffs, but they utilize the faculties of the various campuses as much as possible.

To coordinate these various efforts, a system-wide Public Service Council, headed by the new vice president for urban and public affairs, was organized. Corresponding councils also were established on all of

the five major campuses. These councils are becoming acquainted with the expertise of faculty and staff members on each campus. Thus, when requests for assistance come from a governmental agency, a business firm, or an industry, UT's Institute of Public Service is able to draw immediately upon the resources of the faculty or staff member whose knowledge can meet the need.

Here's an example of how the new public service operation works: A small furniture manufacturing firm in an East Tennessee community employed 16 people on a part-time basis, and the owner desired to expand the business into a full-time operation. He asked UT for help, and the Technical Assistance Center staff identified a faculty member and two graduate assistants to undertake the project. As a consequence, the firm now has a continuing contract with a mobile home company as well as other retail customers, and it has obtained an expansion loan from the Small Business Administration. The firm now employs 50 people on a

SOME EXAMPLES OF PUBLIC SERVICE PROJECTS CONDUCTED BY UT AGENCIES

Environmental Workshops Offered

UT at Nashville, in collaboration with the **Center for Government Training**, has **packaged** and offered a series of **environmental workshops** to public school superintendents, board members, and **county** officials throughout the state. This series was designed to focus specifically on implications for educational institutions in the area of pollution.

Medical College Conducts Tests

The faculty of the College of Medicine conducts mass testing and **screening** programs for the detection and control of uterine cancer, glaucoma, and other diseases.

CIS Advises on Safety Rules

An injection molding operation requested assistance from the Center for Industrial Services in determining its liabilities and responsibilities under the Occupational **Safety** and Health Act relative to its operations and procedures. The field engineer brought plant officials up to date on statutes, **recent** inspection results, and the need for precise **administrative** recording of accidents and preventive activities. Management's responsibility to exert its authority in job performance and unsafe acts was explained.

TAC Helps Prepare Industry Sites

A small county had a chance to obtain two small industries if certain basic engineering work could be done to prepare sites. Through the Technical Assistance Center, the services of an engineering professor were made available and the sites were prepared for construction of the industrial buildings.

full-time basis, and is having a definite impact upon the economy of the community.

UT's reorganized program has been cited by National Science Foundation officials as a model for other state universities to follow in effectively delivering public services, and it was recently recognized at a national meeting on services to government as one of the two best in the nation.



Typical of programs offered by agencies of the Institute for Public Service was the recent management supervision course for employees of the City of Knoxville presented by the UT Center for Government Training.



A staff member of the **Technical Assistance Center** and an executive of a small East Tennessee manufacturing firm inspect the company's new building, an expansion made possible through TAC's **consultation** services.

Continuing Education

3. Moves in New Directions



A new continuing education project provides statewide televised courses for college credit.

This year the institution made several decisive steps to take the opportunities for college education to more Tennesseans, both on and off the campuses. Moving on a number of academic fronts, the UT Continuing Education staff made striking progress under new administrative leadership. Last fall Dr. Charles H. Weaver moved from the chancellorship of the Knoxville campus to the newly created position of vice president for continuing education, a system-wide office.

New programs now underway or in final stages of initiation under his direction include the following.

1. A cooperative education program was started, permitting a full-time resident student to become self-supporting by alternating periods of work and study. Participating in this new program are UT campuses at Knoxville, Martin, Chattanooga, and Nashville. Many types of employers—governmental agencies, private companies, political parties, and charitable organizations—are being asked to hire students as part of the program. This arrangement allows the student to gain on-the-job experience and to learn about

life as a self-supporting adult in the real world. At the same time it enables employers to develop prospective employees who are familiar with the company, its products, and its procedures.

2. A testing center for the nationwide College Level Examination Program was established this year in the University Correspondence Study Office at Knoxville to enable individuals to attain full credit for college courses without classroom attendance. Faculty and students on all campuses are being encouraged to make use of CLEP in order to reduce instances of students taking academic courses in which they are already proficient.

3. Beginning this summer, the Continuing Education Office in cooperation with the Tennessee State Department of Education will offer for the first time, on a statewide basis, regular college-credit courses

through the use of Tennessee's five open-circuit educational television stations. These will be key freshman-level courses, broadcast three hours each day, five hours a week, for the summer. Faculty members of UT campuses at Knoxville, Martin, and Chattanooga are participating in the televised offerings.

Other steps being taken by the continuing education staff include the establishment of a radio classroom, using existing facilities of UT's FM station; an increased emphasis on the utilization of professors in small, high-level, one-week seminars on topics of interest to the state and region; and improvement and expansion of the correspondence program.



Students and Faculty 4. Involved in Decision-Making



The President gets valuable information and opinions from conferences with his student counselors.

The student-faculty role in the governance of the University was strengthened during the year, with students and faculty members continuing to serve not only as responsible members of important University committees but also as valuable advisers in administrative decision-making processes. Their views have been regarded as representative of their peer groups and have been heeded and appreciated by administrators.

Besides serving on practically all standing committees at each of the five campuses, students and faculty members were appointed to other campus committees of importance, such as:

1. The UT Knoxville Task Force on Women, which has studied and recommended solutions for inequities in salaries and situations of women in all types of campus positions.

2. The screening committees for filling important administrative posts, such as the chancellor at UT Martin and the dean of medicine at the Medical Units.

3. The committee which assists in planning the building programs for all campus construction projects at UT Chattanooga.

4. The committee to select an ombudsman to make campus mechanisms more responsive to students at UTK.

Students and faculty members also were active on housing committees, parking authorities, speaker committees, disciplinary groups, honor councils,

planning committees, curriculum reform committees, financial aids committees, and other similar groups.

Both the Knoxville and Martin campuses reported efforts to make their Faculty Senates more responsive to the needs of, as well as more representative of the views of their faculties. There was an effort at Martin to gain a broader representation, while at Knoxville plans were geared toward fuller involvement of the faculty in campus governance.

At the system level, students and faculty members continued serving as Student Counselors to the President and Faculty Counselors to the President. These two groups have provided valuable input regarding matters on which the president must make final recommendations to the Board of Trustees.

Students have continued to serve effectively as ex officio members of seven standing committees of the UT Board of Trustees.

UT Fares Well

5. In Accountability Studies



Mounting enrollments and inflated costs of operation on the one hand, aggravated by shrinking sources of revenue on the other, have tightened financial binds upon institutions of higher education throughout the nation during the past decade. And with these restrictions have come heavy demands for accountability—an insistence upon quality, efficiency and the justification of proposed expenses. This has been the case in Tennessee, not only for education but also for all other tax-supported agencies.

During the past year the University's administration was called upon to make presentations in about a dozen major hearings on its programs and budget. In addition, final reports were submitted on two other highly important studies involving UT which had been initiated during the previous year. The University fared well in all of these accountability proceedings.

A study of far-reaching significance was conducted by the Governor's Committee on the Governance of Higher Education (better known as the Andrews Committee), a nine-member lay group appointed by Governor

Winfield Dunn which included some of Tennessee's most prominent citizens. In its report, made on December 30, 1971 after nine months of investigations and deliberations, the Committee was highly complimentary of the UT Board of Trustees as well as the Tennessee Higher Education Commission.

Among proposals considered by the committee was the creation of a single board over all public institutions of higher education. This it flatly rejected. Instead, it recommended the establishment of a new Board of Regents—patterned after the UT Board of Trustees—to govern the senior universities now under the State Board of Education; then at a later date the creation of another new board for the community colleges. In response, the Legislature this year enacted a law establishing the proposed Board of Regents, but placed community colleges as well as senior universities formerly governed by the State Board under the new governing body. The THEC will continue to serve as the coordinating agency for higher education.

The second accountability project completed this year was the Governor's Study on Cost Control, popularly called the Jarman Commission study. Created by Governor Dunn shortly after his election, the commission made its report on September 1, 1971. This report commented favorably on the efficiency of several UT operations, but made 16 specific cost-saving recommendations relating to the University.

After careful consideration of the commission's recommendations, UT responded to this report on November 20, 1971. Nine of the recommendations were accepted; in fact, several of the proposals had already been in the University's plans, such as the employment of a procurement officer at the Medical Units and the construction of a warehouse to permit bulk purchases at Knoxville. Six of the proposals were not accepted, largely on the basis that the cost-cutting recommendations would also seriously cut the quality and quantity of essential University programs. No response was made to the sixteenth proposal because it



dealt more with the programs of other public universities in Tennessee than with those of UT.

The hearings at which the University was called to testify during the year were conducted by the Higher Education Commission and by five standing committees of the Tennessee State Legislature. These included—

- *A series of hearings held by the THEC for a detailed justification of operating budget and capital outlay requests for each campus in the UT system.
- *An intensive study, made by the Legislature's Fiscal Review Committee, encompassing not only budgetary matters but also programs and goals of the institution.
- *Hearings on budgetary requests conducted by the Finance Ways and Means Committees of both houses of the Legislature and by the House of Representatives Education Committee.
- *A special hearing on student fees and tuition, conducted by the THEC.



The President appeared before numerous committees to report on the institution's programs and budget.



- *A study on the governance of public education, recently initiated by the Legislative Council in conformity with a resolution adopted at the last session of the State Legislature.

Each of these proceedings entailed the advance preparation of written reports, answering specific questions. Obviously members of the administration of both the UT system and the individual campuses devoted an untold number of hours in preparing documents for and in testifying before the hearings. However, this was time well spent, for it helped give members of the

THEC and the Legislature as well as the general public a better understanding of the programs and problems of the University. In fact, the studies produced several stronger advocates of the University among members of the Legislature.

The effective and efficient operations of the University became clearly evident in these various accountability proceedings, demonstrating that the institution strives to use its available resources wisely and productively. The University's "Management By Objectives" program was impressive evidence of this effort.



Greater Support

6. Gained From

Public and Private Sources

Tangible evidence of the confidence and backing accorded the University is reflected in the financial support it receives from the state government and from gifts and grants provided by other sources. Substantial increases in this support for the institution's on-going operations and future development were obtained during the year.

At its 1972 session the State Legislature, upon recommendation of the Governor, appropriated \$62,538,000 for the operation of the UT system during the 1972-73 fiscal year, an increase of \$6,870,000 over current appropriations. In addition, \$23,936,000 was appropriated for capital outlay improvements.

The capital improvement allotment was a source of delight, but the operating appropriations—although substantially increased—were still short of the minimum recommended by the Tennessee Higher Education Commission for all campuses except the Medical Units. The UT system had requested \$80 million to fill all needs and to institute several new programs, and the THEC had

recommended that \$65.9 million of this request be granted.

Capital outlay appropriations will be used to fund some urgently needed projects on all campuses, such as a Life Sciences Building at Knoxville, a Clinical Sciences Building at Memphis, a heating-cooling plant at Chattanooga, and a Physical Education-Convocation Building at Martin as well as major improvements at Nashville and Tullahoma.

The additional operating appropriations will be carefully budgeted to maintain the highest possible quality in present programs. Top priority will be placed on giving merit increases to both academic and non-academic personnel.

To meet this priority and to cover additional costs imposed by inflation, it will be necessary to hold the line on starting new programs and employing new personnel. Chancellors were asked to forego new permanent appointments except in instances where they are positively needed to maintain present programs.

Gifts and grants supplement the University's basic state support, broadening and deepening the quality of the institution's programs. Gains were also made in these sources of income during the year, although many other large institutions in America experienced reductions because of the erratic economy of the period. This speaks well for UT's very effective Development Council and General Alumni Association and their staffs as well as the eminent faculty members whose accomplishments enable them to attract research and other special-purpose grants from both federal and private sources.

A total of \$17.5 million in gifts and grants was reported during the year, \$3 million more than in the previous year. Government and research grants comprised \$14.5 million of this total.

The capital campaign to raise \$3 million for the College of Business Administration moved close to its final goal during the year, with \$2,598,357 reported in pledges (\$1,146,920



A major private gift of the year was a contribution from the Tom and Katherine Black Foundation to purchase additional isolettes for the Intensive Care Nursery for premature or critically ill infants at UT Memorial Research Center and Hospital.

Capital outlay appropriations will finance urgently needed buildings, such as the University Center at Chattanooga.



of which has already been received) as of June 1, 1971. This campaign, the first in the University's history, was inaugurated to bolster UT's graduate program in business—including the establishment this year of the Tennessee Executive Development Program.

Another noteworthy advancement was in the Annual Giving Program sponsored by the General Alumni Association. This program provides numerous scholarships for deserving students as well as Distinguished Service Professorships, outstanding teaching awards,

library endowments, and other projects to meet needs that cannot be financed by state appropriations. Last year the giving program passed the half-million-dollar mark—several years in advance of expectations—and this year exceeded \$670,000 by the year's end.



The University of Tennessee

Budget Summary 1971-72 and 1972-73 Unrestricted Current Funds

	Estimated Expenditures 1971-72	Proposed Budget 1972-73
Knoxville Units (including Knoxville Campus, Knoxville Evening School, School of Social Work, Space Institute, Testing Bureau, Nurses Training at the UT Hospital, The Joint University Center and Systemwide Administration, Service and Continuing Education)	\$ 62,292,872	\$ 68,370,772
Medical Units (including Medical Units at Memphis, Clinical Education Center and Memorial Research Center at the UT Hospital at Knoxville)	13,955,713	16,252,753
Martin	9,337,966	10,254,000
Chattanooga	8,040,824	8,983,972
Nashville	2,615,028	3,684,297
Agricultural Experiment Station	5,175,367	5,595,772
Agricultural Extension Service	8,379,984	8,760,254
Municipal Technical Advisory Service	374,238	398,618
	\$110,171,992*	\$122,300,438*

	Estimated Revenue 1972-73
Student Fees	\$ 21,437,132
State Appropriations	62,538,000
Federal Appropriations	7,214,355
Gifts and Grants	3,448,000
Sales of Educational Departments	2,576,605
Sales of Auxiliary Enterprises	22,289,111
Miscellaneous Revenue and Previous Year's Balance	2,797,235
	\$122,300,438*

*Not included is the budget for the Memorial Hospital and restricted funds from gifts, grants and contract research.

WHERE UT'S MONEY COMES FROM—AND WHERE IT GOES

(including the budget for the Memorial Hospital and restricted funds from gifts, grants, and contract research, but not funds for physical plant expansion)

SOURCES OF INCOME, 1971-72

Endowment Income and Other Sources: Income from endowment funds and miscellaneous sources	\$ 5,394,034	3.7%
Federal Appropriations: Morrill Act funds, primarily in support of Agricultural Extension and Experiment Station programs	\$ 6,903,138	4.7%
Sales & Services, Educational Departments: Revenue produced by educational departments for miscellaneous services rendered in connection with their programs. Includes services of UT Memorial Research Center and Hospital, Dental Operatory, etc.	\$ 14,864,963	10.1%
Student Fees: Maintenance fees, out-of-state tuition, and other miscellaneous student fees	\$ 19,779,997	13.4%
Auxiliary Enterprises: Income from operation of residence halls, apartments, cafeterias, and other facilities serving students and staff	\$ 22,284,449	15.2%
Gifts, Grants, and Contracts: Includes receipts from private individuals, corporations, federal agencies, and foundations	\$ 23,500,504	16.0%
State Appropriations: Funds appropriated by the State Legislature	\$ 54,276,000	36.9%
GRAND TOTAL	\$147,003,085	100.0%

USES OF INCOME, 1971-72

Working Capital and Earmarked Reserves: Funds required for increases in inventories and other working capital items necessitated by University's growth in programs	\$ 3,666,736	2.5%
Libraries: Operation of libraries on all campuses, including book purchases	\$ 3,219,190	2.2%
Student Aid: Scholarships, fellowships, work-study, prizes, and other awards	\$ 4,575,924	3.1%
Maintenance and Operation of Physical Plant: Maintenance of buildings, janitorial services, power plant, repair crews, traffic control, and other building and grounds expenses	\$ 10,691,306	7.3%
Administration, Student Services, and Staff Benefits: Administration of all campuses, including student services and fringe benefits for all faculty and staff	\$ 14,341,894	9.7%
Auxiliary Enterprises: Operation of residence halls, apartments, cafeterias, and other facilities serving students and staff	\$ 22,193,945	15.1%
Extension and Public Service Programs: Agricultural extension services to farmers, homemakers; general extension programs—correspondence courses, adult classes; consulting services to cities and industries, and training for government employees	\$ 13,258,924	9.0%
Research: Agricultural Experiment Station, sponsored research programs, and programs of organized research agencies such as Center for Business Research, Engineering Experiment Station, and medical research centers	\$ 16,019,405	10.9%
Instructional Programs and Related Activities of Academic Departments: Operation of undergraduate and graduate teaching programs, including related activities such as UT Theatre, Psychological Service Center, etc.	\$ 59,035,761	40.2%
GRAND TOTAL	\$147,003,085	100.0%

SUPPORTING PROGRAMS / 39.9%

PRIMARY PROGRAMS / 60.1%

The University of Tennessee

Proposed Allocation of Capital Outlay Funds Authorized by the 1972 Session of the General Assembly

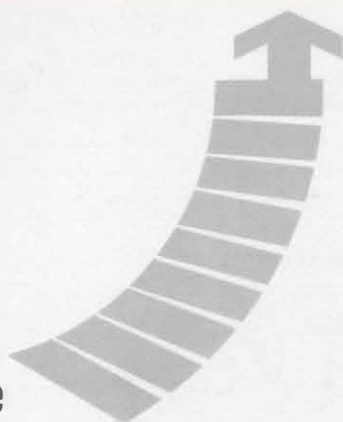
	State Bonds	School Bond Authority	1971-72 State Current Funds	Total
Knoxville				
Life Sciences Building	\$ 6,800,000	\$	\$	\$ 6,800,000
Electric Distribution System	150,000			150,000
Steam Line to Agriculture Campus			50,000 ¹	50,000 ¹
Nursing Building	550,000 ²			550,000 ²
Hoskins Library Renovation	400,000			400,000
Maintenance Shops & Warehouse	500,000			500,000
Student Health Services Building		770,000		770,000
Parking Garage		3,500,000		3,500,000
Subtotal	\$ 8,400,000	\$4,270,000	\$ 50,000	\$12,720,000
Chattanooga				
Heating-Cooling Plant	\$		\$ 980,000 ¹	\$980,000 ¹
Brock Hall Renovation	585,000			585,000
Campus Security Lighting	50,000			50,000
Land Acquisition	500,000			500,000
Land Acquisition (Stadium)	400,000			400,000
Subtotal	\$ 1,535,000		\$ 980,000	\$ 2,515,000
Martin				
Completion of Steam Plant	\$	\$	\$ 400,000 ¹	\$400,000 ¹
Agriculture-Biology Bldg. Renov.	755,000			755,000
Phys. Education-Convocation Center	3,500,000	1,500,000		5,000,000
Land Acquisition	165,000			165,000
Fraternity Park		500,000		500,000
Subtotal	\$ 4,420,000	\$2,000,000	\$ 400,000	\$ 6,820,000
Medical Units				
Land Acquisition (Debt Service)	\$345,000			\$345,000
Land Acquisition	615,000			615,000
Clinical Sciences Building	4,945,000 ²			4,945,000 ²
Subtotal	\$ 5,905,000			\$ 5,905,000
Institute of Agriculture				
Knox.-Greenhouse & Growth Chambers	\$250,000			\$250,000
Food Technology Building Renovation	458,000			458,000
Ridley 4-H Housing Units	283,000			283,000
Dairy Research Units	113,000			113,000
Bull-Testing Station	80,000			80,000
Beef Cattle Barn	13,000			13,000
Water System - WTES	10,000			10,000
Headquarters Building - Arboretum	84,000			84,000
Subtotal	\$ 1,291,000			\$ 1,291,000
UTMRCH				
Primary Electrical Dist. System	\$150,000	\$		\$150,000
Library Expansion	250,000 ²			250,000 ²
Research Center Addition	170,000 ²			170,000 ²
Outpatient Clinic Addition		450,000		450,000
Physician's Office Building		1,000,000		1,000,000
Remodel Labor & Delivery Suites		200,000		200,000
Operating Equipment		320,000		320,000
Subtotal	\$ 570,000	\$1,970,000		\$ 2,540,000
Nashville				
Land Acquisition	\$185,000			\$ 185,000
Tullahoma				
Completion of Industry Center			\$ 200,000	\$ 200,000
Total - Proposed Allocation	\$22,306,000	\$8,240,000	\$1,630,000	\$32,176,000

Notes:

¹Completion of funding of prior years.

²Partial funding to be completed by Federal grants, if possible.

Enrollments 7. Continue To Rise



The University continued to move upward among the ranks of the largest universities in the nation, stepping forward from the 19th largest to 15th largest American university in total enrollments. In the fall of 1971, a grand total of 40,640 students enrolled on all of the University's campuses, an increase of more than 2000 over the previous fall quarter.

All campuses experienced sizable gains in student numbers, with the exception of the Medical Units where enrollment ceilings are in effect. However, the rising number of qualified applications to that campus has prompted the administration to adjust enrollments in all colleges upward by ten students per year for 1972-73.

At Knoxville, studies are underway to determine the best method by which enrollments may

be limited to the 27,500 ceiling established for that campus by the Board of Trustees.

The College of Law, which experienced a 43 per cent gain over the previous year with a total enrollment of 600, is planning an expansion of its faculty to improve the faculty-student ratio.

The Nashville campus, with some 3500 students, experienced a significant enrollment increase of about 35 per cent over the previous year.

Fall Quarter Enrollments of Resident Students

TOTAL UNIVERSITY

	1970	1971
Knoxville	24,138	25,264
Medical Units	1,738	1,785
Martin	4,622	4,907
Chattanooga	4,427	4,873
Nashville	1,979	2,855
School of Social Work	212	240
Space Institute	216	166
Memphis Center	1,099	551
	38,431	40,641



In Conclusion

Thus, as The University of Tennessee completed its fourth year as a statewide system, it had reached a high degree of maturity in this relatively new and distinctive role. Its two essential forces—the campuses and the central organization—worked effectively together to make the institution stronger and more serviceable than it has ever been before in its 177-year history.

And the University's effectiveness has been rewarded by the support of its constituents. During the period of the 87th General Assembly—this year and last—legislative appropriations for operating showed the largest dollar increase in the institution's history. Likewise, UT's appropriations for capital outlay improvements were the largest in history.

To meet challenges and problems of the future will require a continuation not only of the system's effective operation but also of the increasing support for the University's growing programs—in instruction, research, and public services. Much has been written and said about the critical financial problems of higher education in the 1970's, such as the frequently heard public service announcements advocating "support the college of your choice." UT as well as other institutions of higher education will need considerably more funds to serve increasing enrollments and to maintain and build quality programs.

In Tennessee, particularly, will there be a financial problem. A personal income tax, the most fertile source of revenue supporting public services in other states, has been deemed unconstitutional in this state, and it would require about six years to make the proper con-

stitutional revision—if indeed it were possible to do so. The proposed Federal legislation to aid higher education is therefore extremely important to Tennessee in its search for the substantial amounts of additional funds needed to keep the state's colleges and universities moving forward.

Along with the changes caused by shrinking sources of revenue and growing demands for accountability has also come the demand for a broader and more vocal support from the institution's constituents. There was a day when the president and one or two key assistants could handle the complete assignment of presenting and justifying the University's fiscal needs, but that day is gone.

Today the struggle for the public dollar requires informing and educating not only legislators and state officials but also the general public. The same broad approach is required to gain the private



gift dollar. This is a task which needs the active participation of much greater numbers of university personnel and of advocates of the institution among the general public. The University's trustees, vice presidents, chancellors, and other chief officials of the campus all must play a leading part in this effort. Particularly is there need for the active interest of such public support groups as the Development Council, the General Alumni Association and its Public Affairs Committee, the newly formed Chancellor's Associates on the Knoxville campus, the special Development Committee at Martin, the UC Foundation Trustees at Chattanooga, and many alumni and other friends who voluntarily work for the institution on an individual basis. All of these groups formerly were desirable back-up resources, but now they are indispensable front-line proponents.

The progress of the University during the past year demands special expressions of gratitude to many individuals and groups. Governor Winfield Dunn and his staff and members of the 87th General Assembly very forcefully demonstrated their interest in the institution by their record-breaking appropriations to the institutions. Members of the Board of Trustees continued to give freely of their time and talents, as did the volunteer support groups heretofore recognized. The system vice presidents and the chancellors of the five campuses reached new heights of effectiveness. And, most important to the life of the institution, the faculty, staff and students made it a year of proud achievements. All of these contributions are deeply appreciated.

Respectfully submitted,

A handwritten signature in dark ink, reading "Edward J. Boling". The signature is written in a cursive, flowing style with a large, prominent "E" and "B".

Edward J. Boling
President

