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NEW HORIZONS FOR A NEW DECADE

BIENNIAL REPORT 1968-70

THE UNIVERSITY OF TENNESSEE

THE UNIVERSITY OF TENNESSEE RECORD



TO THE PEOPLE OF TENNESSEE

The 1968-70 biennium closed out a decade of phenomenal progress for The University of Tennessee, giving the institution immeasurably greater strength and resources to cope with the crucial problems and challenges which loom ahead for the 1970s.

It marked not only the closing of a decade but also the end of a Presidential term. The University will enter the 1970s with new leadership in the chair of its chief executive, effective September 1. This change is in keeping with the desires of the outgoing President, who chose to exercise his right of retirement five years before the compulsory date in order to give the institution a younger administrator to direct the vital role that the University should play in the coming decade.

This Biennial Report will, therefore, be a final accounting of the University's development during the '60s as well as a glimpse into the challenges of the '70s.

ANDREW D. HOLT
PRESIDENT

A "HISTORY MAKING CHART" OF SOME SIGNIFICANT DEVELOPMENTS FOR THE UNIVERSITY OF TENNESSEE DURING THE PAST DECADE

1961

"Reaching for Greatness" Self-Study Completed; new goals established

School of Pharmacy Elevated to College Status

College of Medicine Leads Nation's 83 Medical Colleges in Number of Graduates

Honors Courses Founded at Knoxville Campus

Office of Vice President for Academic Affairs Established

Office of Vice President for Development Established

State Capital Outlay Appropriation for Biennium: $4,800,000

State Appropriation for Operation and Maintenance: $10,567,943

1962

Library Becomes Member of Association of Research Libraries

Early Admission from Eleventh Grade Started

Alumni Affairs Reorganized; Made Department of University

Alumni Annual Giving Program Started

First Alumni Distinguished Service Professors Named

Executive Dean of Student Affairs Office Established to Coordinate All Student Services, Affairs on the Knoxville Campus

College Bowl Team Wins Four Games on National Television Network

State Appropriation for Operation and Maintenance: $12,228,003

1963

Government-Industry-Law Center Created by State Legislature

Yale Avenue Urban Renewal Project Launched in Knoxville

Automated Registration Started at Knoxville

Oak Ridge National Laboratory-Ford Foundation Program Started

College of Pharmacy Ranked Fifth Largest in Nation

Counseling Center Established at Knoxville Campus

Dean of UT Martin Branch Given Title of Vice President

Forestry Degree Program Sta ted on Knoxville Campus

UT Space Institute at Tullahoma Approved by State Legislature

State Capital Outlay Appropriation for Biennium: $8,381,000

State Appropriation for Operation and Maintenance: $12,655,299

1964

Resident Credit Evening Program Started at Memphis

UT Memorial Research Center and Hospital at Knoxville Placed Under Administrative Supervision of Medical Units at Memphis

School of Health, Physical Education, and Recreation Established at Knoxville

Graduate School of Planning Founded at Knoxville

Kingsport University Center Opened

Arboretum Established at Oak Ridge

UT Listed Among 30 Largest Universities in the Nation for First Time: Ranked 28th

Closed-Circuit Television Classes Started at Knoxville

UT Granted Phi Beta Kappa Chapter

For First Time, UT Listed Among Top Third of Nation's 200 Universities Considered Leading Research Centers

State Appropriation for Operation and Maintenance: $15,171,000

1965

School of Architecture Opened at Knoxville

Research Expenditures Totaled $10 Million for First Time in UT History

Degree-Granting Evening Program at Nashville Approved

UT Space Institute at Tullahoma Enters Student Exchange Program with Aachen University of West Germany

Oak Ridge Graduate School of Biomedical Sciences Founded

UT-University of Chattanooga Entered Cooperative Program in Graduate Engineering

Water Resources Research Center Established

State Capital Outlay Appropriation for Biennium: $13,565,000

State Appropriation for Operation and Maintenance: $16,878,000

1966

Gifts and Grants to UT Reached $10 Million for First Time

East Tennessee Hearing and Speech Center at Knoxville Merged with UT's Department of Audiology and Speech Pathology

Alumni Outstanding Teacher Awards Established

Newcomen Society Honored UT

Kefauver Collection Library Opened at Knoxville Campus

State Appropriation for Operation and Maintenance: $20,790,000

1967

Pass-Fail Courses Started on Limited Basis at Knoxville

ROTC Became Voluntary on Knoxville Campus

UT Martin Branch Became UT at Martin by Virtue of Legislative Act

Library Collection Reached Million-Book Level

State Capital Outlay Appropriation for Biennium: $14,565,000

State Appropriation for Operation and Maintenance: $24,472,500

1968

Two Knoxville Campus Departments – Physics and Chemical and Metallurgical Engineering – Named NSF "Centers of Excellence"

UT Converted to State-Wide University System; Administration Reorganized

Office of Chancellor Established to Head Campuses at Knoxville, Memphis, and Martin

Office of Vice President for Institutional Research Established

Initial Capital Outlay Appropriation Made for a New Campus at Chattanooga: $5,000,000

State Appropriation for Operation and Maintenance: $30,070,000

1969

175th Anniversary of UT Observed by Year-Long Program

College of Communications Established at Knoxville

College of Allied Health Professions Established at Memphis

UT at Martin Academic Structure Reorganized into Five Schools, One Department

UT and University of Chattanooga Merged to Form University of Tennessee at Chattanooga; Headed by a Chancellor

President A.D. Holt Announced Retirement, Effective September 1, 1970

Edward J. Boling, Vice President for Development and Administration, Named President-Elect

Board of Trustees Reorganized Committees

Computer Center Established at Martin Campus

UT at Martin Development Committee Formed

State Capital Outlay Appropriation for Biennium: $16,596,000

State Appropriation for Operation and Maintenance: $33,721,000

1970

Plans Started to Convert Nashville Center into a Full-Fledged Campus, Headed by a Chancellor

UT Space Institute Signed Exchange Agreement With Von Karman Institute in Brussels, Belgium

Office of Vice President for Agriculture Established

Division of University Extension Reorganized as Part of State-Wide System and Renamed "Division of Continuing Education"

Advisory Boards of Students and Faculty Established to Counsel President on Policy Matters

State Appropriation for Operation and Maintenance: $41,064,000

THE BOARD OF TRUSTEES

HIS EXCELLENCY, THE GOVERNOR OF TENNESSEE, Ex-Officio
THE COMMISSIONER OF EDUCATION, Ex-Officio
THE COMMISSIONER OF AGRICULTURE, Ex-Officio
THE PRESIDENT OF THE UNIVERSITY, Ex-Officio
THE EXECUTIVE DIRECTOR OF TENNESSEE HIGHER EDUCATION COMMISSION, Ex-Officio

From Congressional Districts

First..... HERBERT S. WALTERS, Morristown
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Third.....LEONARD RAULSTON, Lookout Mountain
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Eighth..... TOM ELAM, Union City
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From Anderson, Bedford, Coffee, Franklin, Lincoln, Moore, and Warren Counties
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From Weakley County
WAYNE FISHER, Dresden

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NEW HORIZONS FOR A NEW DECADE

THE UNIVERSITY OF TENNESSEE

BIENNIAL REPORT 1968-70



In 1968-70 - A New State-wide University System Emerges

The most significant development of The University of Tennessee during the 1968-70 biennium was the reorganization of the institution into a state-wide system similar to the state universities in North Carolina, Missouri, Texas, Wisconsin, Louisiana, California, and a number of other states. This reorganization recognizes not only the tremendous growth in student enrollments and the increase in the number of campuses across the state but also the national stature of the institution as Tennessee's State University and Federal Land-Grant Institution.

Under the new organization, the Board of Trustees and the President set the broad policies and guidelines for the entire system, and each campus (under the administration of a Chancellor) establishes its individual policies and procedures in keeping with overall policies of the state-wide University. The President and his staff provide expertise and resources to assist each campus in reaching its goals and objectives.

This state-wide system organization was needed by The University of Tennessee because:

1. It frees the President and his staff of the direct responsibilities of the day-to-day operations of each campus, permitting them to devote all their efforts to the coordinated development of all campuses and to the solicitation of public and private support required to make such developments possible.

2. By the same token, it frees the Chancellor and his staff on each campus of the primary responsibilities of soliciting support from the State Legislature and other sources, permitting them to devote all of their efforts to the day-to-day operations and the development of that campus alone—but within a coordinated framework.

3. It offers each campus the advantages of certain services and expertise which can be provided by a state-wide system but would be beyond the financial resources of a single campus.

The conversion into a university system became effective in July of 1968. Before that date all campuses and centers as well as all other operations of UT were under the direct administration of the President, located on the Knoxville campus. On the Medical Units campus in Memphis and the campus at Martin were administrative officers holding the combined titles of Vice President and Chancellor; but there was no such official on the Knoxville campus. Thus the President of the University served as the chief executive officer of all campuses and was also directly in charge of the Knoxville campus. The University was on the verge of establishing another major campus at Chattanooga, and this prompted an intensive self-evaluation to ascertain the administrative organization needed for the institution as it gained additional dimensions. Out of the study came the recommendation of the state-wide system, which was approved by the Board of Trustees at its meeting in June of 1968.



Campuses Highly Autonomous Under Central Administration

The new system retains one central executive organization under the President, who has responsibilities for overall management and coordination as well as special services for each and every campus alike. But this organization makes possible a high degree of decentralization for the administration of the various campuses. Under a staff headed by a Chancellor, each campus has considerable independence and autonomy in developing the mission and programs of its faculty, staff and students within coordinated state-wide guidelines and Board policies. The differing characteristics of the various campuses dictated this need for autonomy.

Each of the University's major campuses has its own objectives and programs. UT at Martin emphasizes the development of strong undergraduate programs in a wide range of disciplines to serve the academic needs of its students; but it also offers some graduate programs in selected areas to meet special demands. UT at Chattanooga, located in an urban center, has unique opportunities and the potential and the desire to grow into a large institution with a number of professional as well as graduate and research programs added to the strong liberal arts programs offered by the privately endowed University of Chattanooga when it became a campus of the State University system on July 1, 1969. The UT Medical Units at Memphis specializes in professional programs in the various health sciences. The Nashville Center, basically an area evening school campus but also offering special career-training short courses and institutes during daytime, is developing into a separate primary campus. The Knoxville campus, the oldest and largest in the system, will maintain its strong undergraduate programs but will put emphasis on its graduate, professional, and research programs and will continue to provide state-wide public services.

System Headquarters Associated With Academic Community

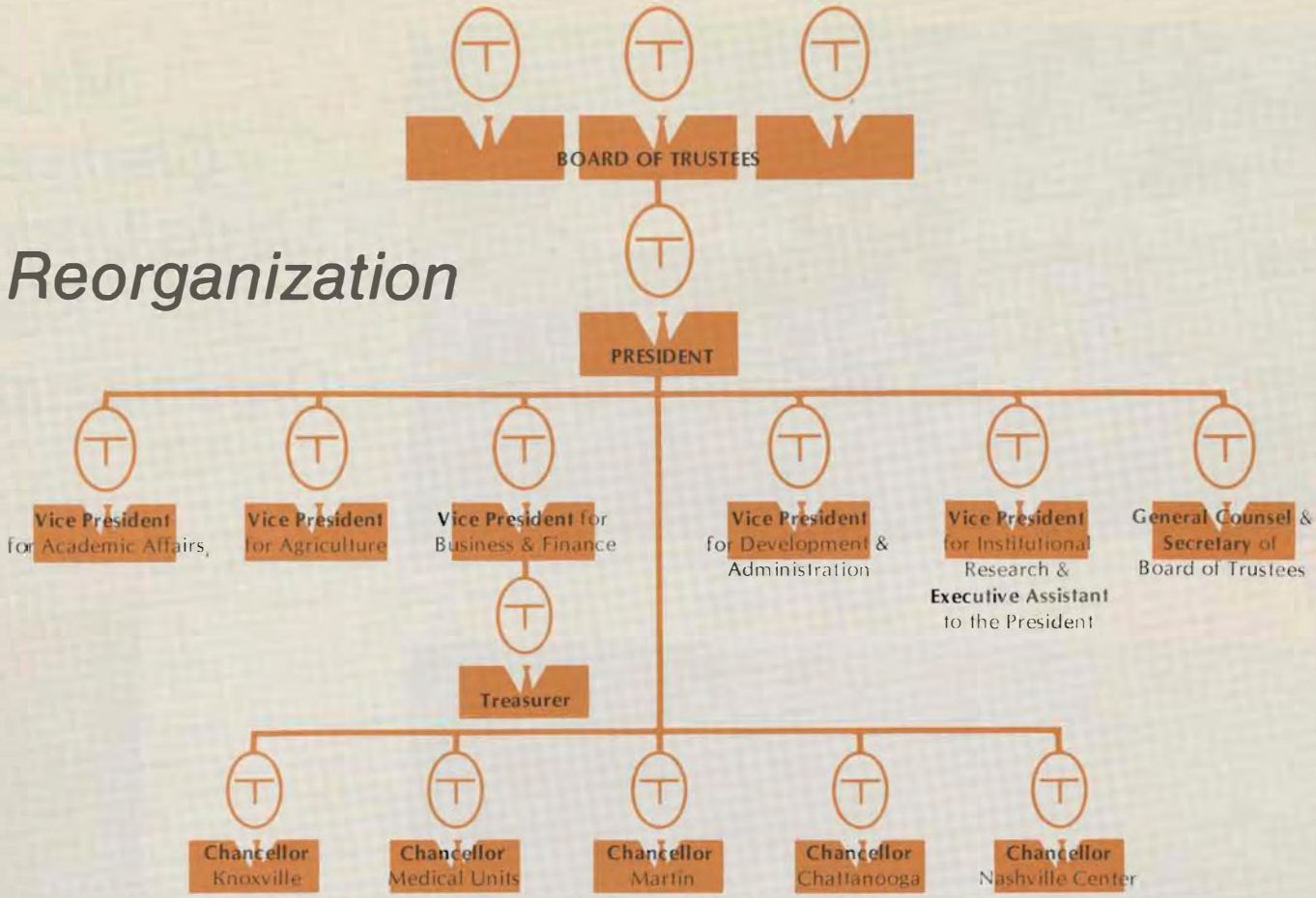
Selection of the Knoxville campus as the headquarters site for the President and his staff was made after consideration of several factors. First and foremost, it was deemed essential that the Presidential staff be situated in an academic community where it can maintain contact with an educational environment instead of becoming an isolated bureaucratic operation. The Knoxville campus was chosen because it is the oldest and largest in the University system and also because system-wide offices were here at the time of the reorganization. However, its location does not imply any more interest in or responsibilities for the Knoxville campus than for any part of the system. The Presidential staff maintains constant relationships with personnel on all campuses through regular staff meetings and personal visitations as well as telephone calls and correspondence.

Board of Trustees Also Reorganized

The University's Board of Trustees as well as its administration underwent a reorganization after the change to a state-wide system, even though this change did not alter the Board's powers and responsibilities relating to the entire institution. This reorganization took place in the make-up of the Board committees which give detailed consideration to major policy matters scheduled for decision by the full Board. Previously these committees included several that represented the different colleges of the institution located at Knoxville—liberal arts, law, engineering, home economics, etc. Under the reorganization, all committees deal with the broad functional operations of a multi-campus University system, considering detailed matters of each and every campus.

The reorganization of Board committees includes the following: 1. Executive; 2. Finance and Business; 3. Building and Grounds; 4. Academic Affairs; 5. Faculty and Staff Affairs; 6. Student Affairs; 7. Medical Affairs; 8. Agriculture; 9. Urban Affairs and Services; 10. Development, Alumni Affairs and Public Relations; 11. Athletics.

Reorganization



The accompanying chart shows the reorganization of the University administration under the state-wide system, as of July 1, 1970.

The President, of course, is the chief administrative officer, directly responsible to the Board of Trustees for all operations of the institution and the primary spokesman for the University in all matters. Dr. Andrew D. Holt has served in this office; on September 1, 1970, when Dr. Holt retires, Dr. Edward J. Boling becomes President.

The Vice President for Academic Affairs is responsible for undergraduate and graduate academic programs, including research and continuing education on all campuses. Dr. Jack K. Williams holds this position.

The Vice President for Agriculture is responsible for the University's state-wide programs of the Institute of Agriculture, including the Agricultural Extension Service, the Agricultural Experiment Stations, and the instructional programs offered for students majoring in the various fields of agriculture. Formerly this position was part of the Knoxville campus administration, but it was changed to the system organization at the Board's June 18, 1970 meeting. Dr. Webster Pendergrass holds the position.

The Vice President for Business and Finance is responsible for policies and decisions concerning budgeting, accounting, purchasing, plant operation and maintenance, non-academic personnel administration, and the functions of the Treasurer's Office. W. Harold Read holds the Vice Presidential position and Brodie Baynes is Treasurer.

The Vice President for Development and Administration is responsible for the raising of funds from both public and private sources to support the University as well as the physical plant development of the institution, and he has charge of governmental relations, alumni relations, public relations and publications, and campus planning and architectural services for new construction projects. Dr. Edward J. Boling has held this position but was succeeded by Dr. Joseph E. Johnson after Dr. Boling was named President-Elect.

The Vice President for Institutional Research is responsible for an organization which conducts management, operational and academic studies needed for administrative decisions by individual campuses or the entire University system. He also holds the office of Executive Assistant to the President, under which he performs numerous duties assigned by the President—scheduling staff meetings, handling correspondence, implementing Presidential decisions, and representing the President at various meetings. One of his most important assignments, announced with the recent appointment of S. H. Roberts, Jr., to this position, is the coordination of University-wide programs in the area of urban services.

The General Counsel and Secretary of the Board keeps official records of meetings of the Board and its committees. He is also responsible for all legal matters pertaining to the University. Dr. John C. Baugh holds this position.

The administration of each campus is headed by a Chancellor, who reports directly to the President. He and his staff are responsible for all academic, research, public service, business, physical plant and extracurricular operations on his campus, subject to the general supervision of the President and the coordinated relationships with the appropriate Vice Presidents. Chancellors: Dr. Charles H. Weaver, Knoxville; Dr. Jack K. Williams (acting), Medical Units; Dr. Archie R. Dykes, Martin; Dr. William H. Masterson, Chattanooga; Dr. Roy S. Nicks, Nashville Center.

Major Changes Made Under New Organization



UNIVERSITY CENTER, MARTIN CAMPUS



CHATTANOOGA



NASHVILLE CENTER

Considerable changes have occurred in the organization of the University during its first biennium as a state-wide system. By an act of the State Legislature, a new major campus at Chattanooga was authorized, and was established in 1969 through the merger of the University of Chattanooga with UT. Later Chattanooga City College was also incorporated into the new campus. The Martin campus, which formerly was under the academic supervision of colleges and departments on the Knoxville campus, was reorganized into schools and departments which operate independently as a full-fledged senior institution. The University's Nashville Center was substantially expanded and strengthened in its academic offerings and personnel to serve evening students, and the appointment of a Chancellor to administer further growth and development was authorized by the Board.

UT at Chattanooga Established

The University of Tennessee at Chattanooga officially became a part of the state-wide system on July 1, 1969. Previously, in 1968, the Tennessee General Assembly had authorized the creation of a UT campus in Hamilton County. UT officials had begun looking for a site and making other plans for the new campus when the proposal was made that the University of Chattanooga surrender its charter as a private institution and become The University of Tennessee at Chattanooga.

This merger was arranged between the Boards of Trustees of the two Universities, giving UT the extraordinarily fortunate advantage of beginning its Chattanooga campus as a going institution with a long and distinguished reputation in higher education. Furthermore, under the terms of the merger, UT's Chattanooga campus was made the beneficiary of endowment funds held by the 83-year-old University of Chattanooga, thus providing a perpetual source of supplemental income to enrich the academic programs of The University of Tennessee at Chattanooga.

Under a separate arrangement, Chattanooga City College was also merged with UT at Chattanooga, giving the campus added facilities and personnel as well as an established program serving disadvantaged students.

The new UT campus at Chattanooga began with bachelor's degree programs in 22 different departments plus an additional four interdepartmental degree offerings. These degrees are in the fields of arts and sciences, engineering science, business administration and secretarial administration, education, music, and medical technology. Master's degree programs are also offered in mathematics, physics, business administration, and education.

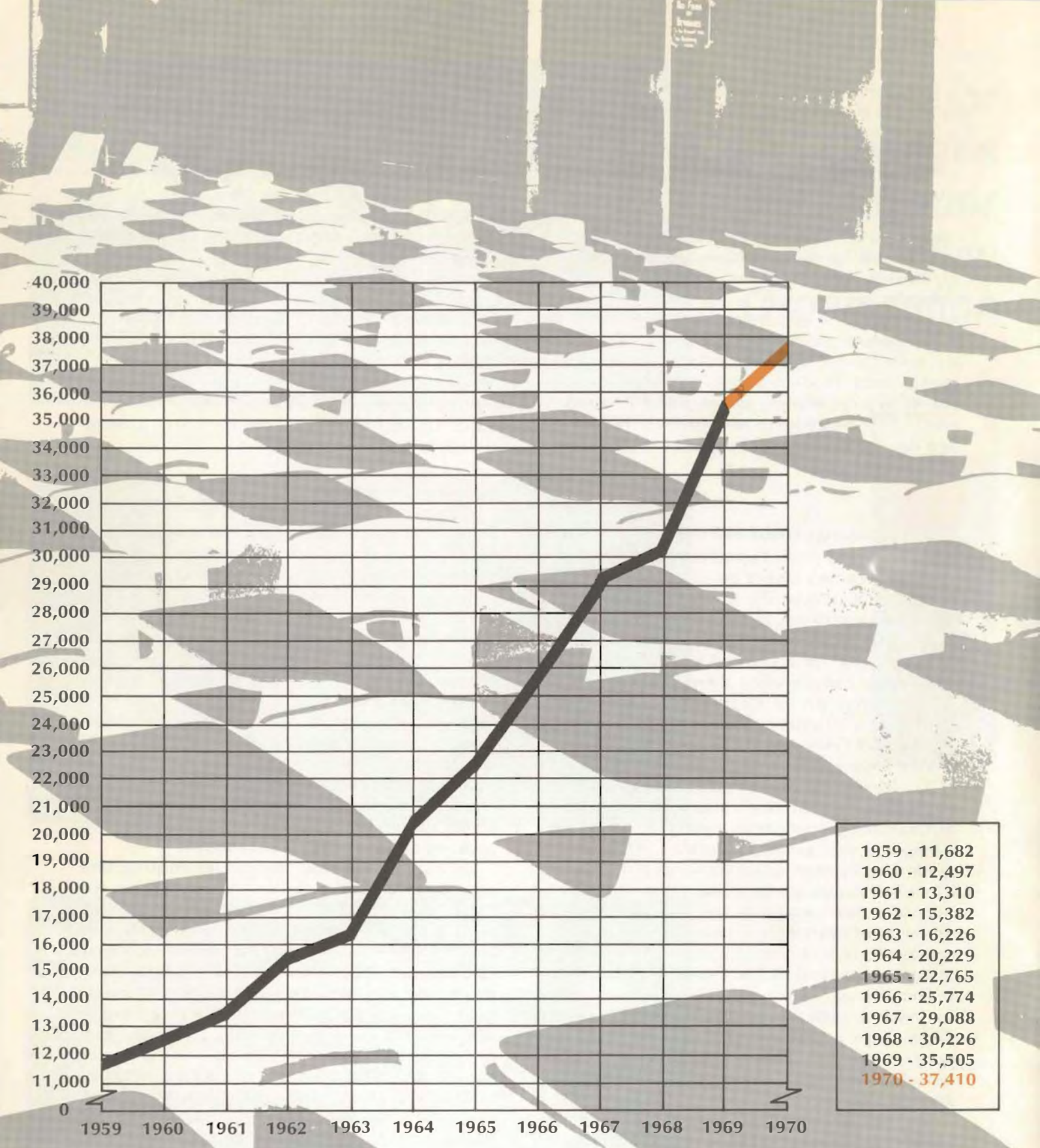
UT at Martin Reorganized

The reorganization of the Martin campus resulted in the creation of Schools of Liberal Arts, Agriculture, Home Economics, Business Administration, and Education, each with appropriate subject-matter departments and each headed by a dean. In addition, the institution's engineering program was organized as an independent department headed by a chairman. Actually, the change did not represent an expansion in offerings at Martin, but it did formalize the organization under an administration which can develop new programs to meet the growing needs of students on this campus. During the 1960s UT at Martin has been the fastest growing college campus in the state.

Nashville Center Expanded

As it prepared to move into its new five-million-dollar building located in the mid-town area, the Nashville Center this year has reached a stage requiring an administrator with a Chancellor's authority, looking forward to its development into a primary campus such as those at Knoxville, Martin, Chattanooga, and the Medical Units in Memphis. Operating as an extension unit of the Knoxville campus, this Center was founded in 1947 to offer evening classes and special conferences and institutes for employed persons of Middle Tennessee. In recent years, with strong support from the Nashville Chamber of Commerce and other civic and government leaders of the region, the Center has expanded into a four-year degree-granting evening school, employing a sizable full-time faculty and enrolling approximately 2,500 students.

Because of the size, the diversified programs, and the potentialities of the Nashville Center, the Board on April 13, 1970 authorized the appointment of a Chancellor to head this campus. On May 16, 1970 the Board approved the nomination of Dr. Roy S. Nicks to the new position, effective July 13, 1970. Dr. Nicks and the Center staff will work closely with other institutions of higher education of the area, particularly with the Tennessee State University at Nashville, in developing a campus to meet the evening school needs of Middle Tennessee and to serve governmental personnel and business and industrial groups with institutes and short courses during the daytime hours. The new Center administration will also study the accreditation and funding requirements for the Center to be elevated, by action of the State Legislature, to a full campus status within the University's state-wide system.



FALL QUARTER ENROLLMENTS OF RESIDENT STUDENTS, TOTAL UNIVERSITY

'Distinguished Past - Dynamic Future' UT in Its 175th Anniversary

IN ENROLLMENTS
UT Becomes 18th Largest University in America

UT became the 18th largest university in the nation during the 1968-70 biennium.

In the fall of 1967 it was the 23rd largest among America's 2,500 colleges and universities. It stepped up to 22nd in 1968, then rose to 18th in 1969. At the same time, it became the third largest institution in the Southeast, exceeded only by the University of Maryland and the University of North Carolina.

For the past decade, enrollments in UT have risen at a considerably greater rate than that at most other universities in the nation. It was not until 1964 that UT was listed among the "Top 30" in full-time student enrollments, and that year it ranked 28th.

In the fall of 1969, enrollments rose sharply from the level of the previous fall, adding more than 5,000 students. The addition of 3,658 students on the new University of Tennessee at Chattanooga campus was in large measure responsible for the increase, which brought total enrollments for 1969 to 35,505. The 1968 enrollment had been 30,226.

While a large portion of the increase came at Chattanooga, gains at Knoxville and Martin show that these campuses are continuing to grow at a rapid rate. Registration at the Medical Units campus is more constant because of the limitations placed upon enrollments in the health fields.

The Knoxville campus enrollment undoubtedly would have shown a much greater increase if a determined effort had not been made to bring out-of-state undergraduate enrollment to a level of no more than 15 per cent of total undergraduate enrollment, in conformity with the limitations recommended by the Tennessee Higher Education Commission. This objective is to be achieved gradually, over a four-year period.

Creation of two-year community colleges in the various regions of the state also has an effect upon enrollments at all senior colleges of Tennessee. This effect, however, has been offset by the increase in percentage of young men and women attending college, and foretells the need for UT and other senior colleges to prepare for even greater increases in the future when many of those community college students are ready to transfer for the completion of their college degrees.





IN TEACHING
New Ground Broken, Old Ground Made Richer

To keep pace with changes in the state, UT must constantly enlarge or redirect its instructional role. During the 1968-70 biennium, several new study programs were initiated and many old programs were strengthened.

Among the most significant changes was the addition of The University of Tennessee at Chattanooga. The institution was able to establish this new campus years ahead of schedule because of the acquisition of the University of Chattanooga and of Chattanooga City College to form the nucleus of this new dimension in the University system.

In addition to the establishment of the University's new campus at Chattanooga and the steps taken toward giving campus status to the Nashville Center, several new programs of study were added during the biennium; and new departments, schools, and colleges were established in areas where needed on all campuses of the institution.

Among these new instructional units is the College of Communications, an expansion of the former School of Journalism at Knoxville. This new college brings together courses in journalism, broadcasting, and advertising and places them under a single administration. The new college occupies quarters in the recently completed Communications and University Extension Building.

A new College of Allied Health Professions was approved for the Medical Units at Memphis, and will begin operating in the 1970-71 school year with financial support from the Goodman Fund. Study programs that will be administered by the new college have been conducted by the Colleges of Medicine, Dentistry, and Basic Medical Sciences. Curricula to be administered initially by the new college include medical technology, cytotechnology, immunohematology, microbiology, histological technique, dental hygiene, physical therapy, and radiologic technology.

Besides reorganizing the curricular structure at the Martin campus into schools in keeping with its status as a primary campus of the state-wide system, a Department of Nursing was established, and a bachelor's degree in engineering technology added to the engineering department.

The Chattanooga campus has developed a new degree program in engineering science.

Also among the curricular expansions is a new program leading to the master's degree in public administration offered cooperatively by UT and Middle Tennessee State University.

Other new programs include:

*An interdisciplinary graduate program in ecology at Knoxville.

*The second-year curriculum in social work established on the Knoxville campus, expanding the first-year program previously offered.

*A Department of Continuing and Higher Education established in the College of Education at Knoxville.

*A program in nuclear medicine started at the Medical Units in Memphis.

*An agreement between the UT Space Institute at Tullahoma and the Von Karman Institute for Fluid Dynamics in Brussels, Belgium, for the exchange of faculty and students, and for joint research projects.

*The offering of several Afro-American courses in various departments.

*A compensatory education program at Chattanooga, designed to help high school graduates of



academic promise whose previous grades were not sufficiently high to gain regular university admission.

*Establishment of a program at Knoxville to provide pre-service and in-service training to professional adult education teachers.

*Establishment of the nation's first federally supported undergraduate program to train radiation protection officers on the Knoxville campus.

A five-year $3 million "special improvements" grant from the U. S. Department of Health, Education, and Welfare to the Colleges of Medicine and Dentistry at Memphis is being used to upgrade teaching programs and facilities in those colleges.

With the addition of the campus at Chattanooga, the number of degrees offered by the total institution climbed substantially. Combined with other new degree programs instituted during the biennium, this number brings the current total to almost 430 different degrees. Included are 226 bachelor's degree programs, 149 master's, and 64 doctoral degrees.

Among degrees approved during the biennium are the Ph.D. and Ed.D. degrees in health education, and master's degree in computer science, the master's in journalism, the Ph.D. in speech and hearing science, the master's in home economics (at Martin), and master's degrees in safety education and in safety management and training.

Indicative of the strength of established study programs is the recent accreditation of the curriculum in audiology and speech pathology by the American Boards of Examiners in Speech Pathology and Audiology of the American Speech and Hearing Association. The Graduate School of Planning qualified for membership in the Association of Collegiate Schools of Planning, and the master of science degree in planning was recognized by the Board of Governors of the American Institute of Planners.

Existing study programs in several areas were further strengthened by the establishment of distinguished professorships and professorial chairs through private gifts. These special chairs include the Clyde B. Austin Distinguished Professorship in Agriculture, the Clayton Arnold Distinguished Professorship in Higher Education, a Distinguished Professorship in Architecture created by the Vector Company, a Professorial Chair in Industrial Engineering made possible by the Alcoa Foundation, and a Professorial Chair in Insurance given by the professional underwriters associations of Tennessee. A grant from the Tennessee Bankers Association supports a professorship in the Department of Finance.

Yet another indication of academic growth is the awarding of National Science Foundation "Centers of Excellence" grants to the Departments of Physics and Chemical and Metallurgical Engineering at Knoxville.



IN RESEARCH
UT Ranks Among the Nation's Leading Universities

Ever since the first agricultural tests were performed at UT's infant experiment station almost a century ago, research has been a continually developing and growing part of the University's mission. The two-year period now ended found research efforts at an all-time high for the institution.

Almost a decade ago—in 1961-62—a national survey placed UT among the top third of the nation's 200 institutions of higher learning which ranked as America's foremost research centers. That recognition was based on total funds invested in research at each institution, and UT's total that year was $7,770,000.

In the intervening years, UT has consistently maintained its lofty ranking with respect to other universities. By the close of the biennium fiscal year, the University's total annual investment in research projects amounted to $15,474,269—more than twice the amount expended in 1961-62.

UT research represents practically every field of study. Projects are conducted in every department, and by a number of special organizations, such as the Agricultural Experiment Station, the Center for Business and Economic Research, the Water Resources Research Center, and the Engineering Experiment Station.

UT research concentrates on many problems confronting the people of Tennessee and the nation. Health hazards such as cancer and blood disorders; environmental problems such as water pollution; highway improvement for safety and durability; efforts to make space travel safer and less costly—all of these challenges, and more, have been faced by UT research specialists.

Research as well as instruction has been enhanced by the steady development of a large and extensive collection of books for the UT library. With the addition of the library at the UT at Chattanooga campus, the total University collection rose dramatically during the biennium from the million-volume mark, achieved in late 1967, to approximately 1,390,000 volumes by 1970.

Experimental work also has been enhanced by the acquisition of new research tools, such as the giant new computer recently installed in the Computing Center at Knoxville, a model that is eight to ten times faster than previous computers used at UT. The University at Martin also has established a computing center for the dual purpose of teaching and research. The Medical Units at Memphis and the University at Chattanooga have maintained computing centers for several years.

IN PUBLIC SERVICE
UT Takes New Steps Beyond the Campus

Because one of its traditional land-grant roles is the extension of knowledge to all segments of Tennessee's population, the University has placed all of its public service programs under the state-wide UT system organization. Two major actions of the administration and the Board of Trustees in the spring of 1970 consolidated the various public service programs as system-wide operations and expanded the scope of some of the existing services.

First, the Division of University Extension, which administers programs of state-wide interest such as conferences and institutes, correspondence instruction, radio and television services, civil defense, and the Municipal Technical Advisory Service, was placed under UT's state-wide administration and renamed the "Division of Continuing Education." Each campus continues to function in the area of continuing education by offering evening and short courses; but these programs are coordinated by a dean of continuing education, who also supervises the division's state-wide services.

When the University was reorganized as a state-wide system in 1968, the agricultural teaching, research, and extension programs were brought together in a new Institute of Agriculture, administered by a vice chancellor who was responsible to the chancellor of the Knoxville campus. Recognizing the state-wide responsibilities and activities of the Agricultural Experiment Station and the Agricultural Extension Service, the administration and the Board of Trustees two years later made these services a part of the system administration. The vice chancellor of the Institute of Agriculture was elevated to the new position of vice president for agriculture, with the responsibility of coordinating all state-wide agricultural operations.

The urbanization of the state and nation has created many new problems for the people—environmental problems which the University must help to alleviate and control. Consequently, the executive assistant to the President, who is also vice president for institutional research, has been given the additional responsibility of coordinating at the system level all existing UT programs serving Tennessee's urban population, such as the Municipal Technical Advisory Service, the Government-Industry-Law Center, and the Technical Assistance Center. He also is responsible for the development of new programs designed to attack urban problems, such as pollution, planning and zoning, crime prevention, traffic, tax sources, etc.



From a physical standpoint, the programs of the Division of Continuing Education have been greatly enhanced by the completion of new and larger quarters in the recently occupied Communications and University Extension Building on the Knoxville campus. A similar expansion of adult education and services of agencies such as the Government-Industry-Law Center in Nashville is in the immediate future, with completion of the $5 million Nashville Center expected in the fall of 1970. In addition to educational programs of the newly designated Nashville campus, this building will accommodate UT's Center for Training and Career Development, a GILC agency, which offers programs for municipal officials in all parts of the state. These programs deal with urbanization and the economic, social, and physical problems of the modern city. The Center also provides special courses in fields such as administrative law, data processing, budgeting, public relations, organizational behavior, and public administration.



President-Elect Edward J. Boling confers with student counselors from the Chattanooga campus.

IN STUDENT AFFAIRS
UT Campuses Respond To Movement for Greater Student Involvement

UT campuses felt the impact of the "student unrest" which affected colleges and universities throughout the nation during the past biennium. This movement was rooted in the concern of young people for international issues such as the Vietnam conflict, for national issues such as environmental problems and race relations, and for campus issues such as administrative and academic decisions dealing with student life. The basic goal of the movement has been for more student involvement in all of these issues.

During this period 99 per cent of UT's students have conducted themselves with maturity, exercising their constitutional rights of discussion and dissent in a constructive and peaceful manner, but a small percentage of them resorted to disruptive measures in attempting to make themselves heard. However, such incidents at UT have been mild by comparison with the demonstrations on many other campuses. In response, UT's Board of Trustees, administration, and faculties took positive steps to keep the movement within the bounds of both freedom and responsibility.

The administration and faculties of the various campuses have added student representatives to many councils and committees which consider recommendations on academic and administrative affairs. The most significant development in this area has been the creation of an organization of Student Counselors to the President, composed of representatives from all campuses, which gives the President direct communications with students in discussions of University developments. A similar organization of Faculty Counselors to the President was also established to encourage greater involvement of faculty members from all campuses in University-wide affairs.

Recognizing the need to clarify University policies dealing with "the disruption of the orderly process of education," the University's Board of Trustees adopted three resolutions concerning student and faculty relations—particularly in periods of campus unrest.

One resolution restricts the use of campuses and buildings to students, faculty, staff, guests, and invitees, which was adopted because "it has come to the attention of this Board that the University's campuses and facilities are being subjected to unauthorized use, and in some instances abuse, vandalism, and disruption, by persons who have no legitimate reason to come upon the University's campuses."

The second resolution, resulting from the cancellation of classes by a few faculty members during a nation-wide student strike, points out that "students had a right to be taught the courses for which they were registered, and . . . faculty assigned to those courses had an obligation to teach them." To clarify the University's policy, the resolution states that faculty and staff members cannot cancel their scheduled classes except "in accordance with procedures established by each Chancellor."

The third resolution sets up the procedure for the investigation, by the Office of the General Counsel, of any incident involving the disruption of University activities. "When the investigation substantiates adequate cause for termination of faculty or suspension of students, the administration shall immediately initiate proceedings outlined in tenure, discharge, and suspension procedures set out in Faculty and Student Handbooks for a hearing, and appropriate action shall be expeditiously taken," the resolution states.

Coming out of all these developments, the University enters the 1970s with new channels of communications between the Board, administration, faculty, and students resulting from a greater involvement of students in University affairs and a clearer definition of institutional policies on student-faculty relationships.

IN ATHLETICS
UT Fields Outstanding Teams in a Variety of Sports

On both regional and national fronts, UT athletic teams made a remarkable showing during the past two years. In this period, the results of recent efforts to broaden the Knoxville program to field winning teams in sports such as swimming, track, tennis, golf, baseball, and wrestling, as well as football and basketball, were evident.

A fresh dimension was added to the athletic program when the UT at Chattanooga Moccasins (formerly the University of Chattanooga Moccasins) joined the standard-bearers of UT's long athletic tradition.

The Volunteers of the Knoxville campus, provided with the extensive sports facilities of the past biennium, achieved a domination of Southeastern Conference athletics heretofore unknown. Following are some of the achievements:

*The football team won the SEC championship in 1969 and finished second in 1968.

*The basketball team finished second in the SEC in 1968-69 and received a bid to the National Invitational Tournament in New York City, where it finished third in a field of 16 of the nation's strongest teams.

*The track team won the SEC championship, both indoor and outdoor, in both 1969 and 1970.

*The swimming team won the SEC championship in 1968-69 and finished second in 1969-70.

*The tennis team won the SEC championship in 1970.

*The baseball team won its divisional championship in 1970, finishing second in the SEC.

*Based on achievements of all intercollegiate teams, the Knoxville Volunteers won the SEC's overall sports championship for both years of the biennium.

Balance in the athletic program at Martin was evident as impressive records were established in most sports.

*The Martin Vol basketball team finished the 1969-70 season by winning the Volunteer State Athletic Conference tournament and championship.

*The UTM golf team rounded out a three-year record of undefeated play in VSAC competition, and competed in the NCAA College Division tournament in both years of the 1968-70 biennium, finishing ninth in the nation in 1969 and tenth in 1970.

*The UTM tennis team won the VSAC Western Division championship in both years, and placed third in the conference tournament in 1970.

*The Martin track team finished second in both 1969 and 1970 in the annual VSAC meet.

*The 1970 UTM baseball team established a school record for number of games won, finishing a 35-game season with 24 victories.

Intramural sports, which offer the benefits of recreation and friendly competition to all students, maintained a high level of popularity on the various campuses of the University during the two-year period.







IN PHYSICAL PLANT GROWTH
UT Experiences Decade-Long Boom

Since the turn of the 1960s, a construction boom has taken place on UT's campuses throughout the state. The 1968-70 biennium closed with unabated activity in this field.

During the administration of President Holt, more than $150 million was expended to construct and equip new classroom buildings; research and laboratory facilities; faculty offices; dormitories; apartments for married students; student centers at Martin, Memphis, and Tullahoma, and a major addition to the center at Knoxville; recreational facilities; and additions to agricultural facilities.

More than $60 million worth of new buildings was either finished or begun in the 1968-70 biennium. Added to this total is the $10 million value of the buildings and lands acquired through the merger of UT and the University of Chattanooga.

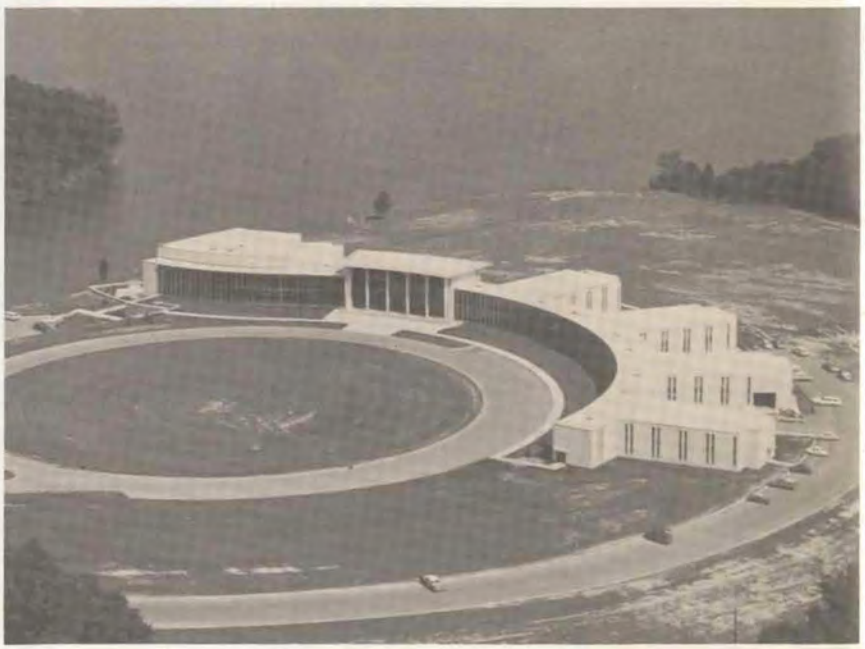
At the close of the decade, the total value of UT's physical plant was three times that in 1960, rising from $70 million to $218 million.

If they had been constructed in one locality, the buildings completed and started during the 1968-70 biennium would make an impressive new campus. A dozen major structures were finished and placed in service on the various campuses. Their combined cost of construction exceeds $33 million.

KNOXVILLE



TULLAHOMA



Imagine these buildings grouped together about an imaginary quadrangle somewhere in Tennessee: the $5.2 million Wassell Randolph Student-Alumni Center, with adjoining 14-story residence hall tower, and the Gailor Clinic, newly renovated at a cost of $1.4 million at the Medical Units in Memphis; the $1.25 million Humanities Building, the $1.5 million women's residence hall, and the $1.1 million married student-faculty housing complex at Martin; the $2.4 million Grote Science Hall at Chattanooga; the $3.1 million Communications and University Extension Building, the $3.2 million Buehler Chemistry Building, the $2.7 million Hodges Undergraduate Library, the $3.5 million Morrill Hall (a 14-story residence hall), the $5.2 million private pavilion and the $1.7 million Physicians Building at the UT Memorial Research Center and Hospital, all at Knoxville; and the $776,000 Industry-Student Center at the UT Space Institute in Tullahoma.

Imagine another rising complex of buildings, valued at $29 million, on this new campus. These are buildings now being constructed on UT's various campuses and due for completion in the early months of the coming biennium: the $5.5 million Nashville Center; the $2 million fine arts building and the $2.4 million G and H dormitories at Martin; the $4.4 million Child Development Center, the $453,000 Phi Chi Medical Fraternity house, and the $292,000 Delta Sigma Delta Dental Fraternity house at Memphis; the $3.2 million Physical Education Building, the $1.9 million Clarence Brown Theatre for the Performing Arts, the $1.3 million addition to the Taylor Law Center, the $5.3 million apartment-residence hall for single students, and the $1.6 million parking garage complex at Knoxville; and the $1.4 million Kingsport Graduate Center.

Place on the drawing boards another $25 million worth of new buildings yet to be started and you have the current state of UT's state-wide building program.

These structures comprise the physical necessities for a viable, growing University committed to serving the people of a forward-moving state.

During the biennium the State Legislature voted $21,596,000 in capital outlay funds for UT, including $5,000,000 appropriated in 1968 for the establishment of a new campus at Chattanooga and $16,596,000 in 1969 for the entire institution.

Total state appropriations for capital outlay in the 1960s was $67,907,000, approximately half of the total spent for new buildings in the decade.

The remainder of the building funds came from grants or was borrowed. These funds were used for structures such as dormitories, parking garages, and athletic facilities, and are being repaid from rentals and revenues produced by these facilities.

MARTIN



MEMPHIS





IN FISCAL SUPPORT
UT Experiences Steady Rise in Operating Funds

Funds to sustain UT's growing programs of instruction, research, and public service came from a number of sources during the 1968-70 biennium. The basic source of operational funds was state appropriations, which have increased steadily throughout the past decade in response to growing enrollments and other increasing demands. State funds for operating and maintaining the University have increased more than four-fold in the ten-year period, rising from $10,567,000 in 1960-61 to $41,064,000 in 1969-70.

Added to this foundation of support were funds from federal agencies, earmarked principally for research, and private gifts and grants. Student fees, along with income from the operation of residence halls, cafeterias and other facilities serving students and staff, made up a substantial part of the University's income.

Almost two-thirds of the University's operating expenditures were for the primary programs of the institution—teaching, research, and public services. The remainder went for supporting programs necessary to carry out these primary functions, such as the operation of libraries, student aid, administration and student services, and maintenance and operation of the physical plant.

The accompanying tables, for the final year of the biennium, 1969-70, show in detail the various sources of income and the uses of these operating funds.

The Governor and his administrative staff, the General Assembly, and the Tennessee Higher Education Commission again demonstrated a deep concern for the continued growth of higher education in recommending and providing increased operating funds for UT during the two-year period.

For the 1968-69 year, the General Assembly appropriated $33,721,000 as compared with $30,070,000 allotted for the previous year, 1967-68. A marked increase in state funds occurred in the 1969-70 year when the General Assembly appropriated $42,471,000 for the operation of UT. Part of these appropriations were impounded, however, and the University actually received $41,064,000. For the current 1970-71 year, legislative appropriations total $48,315,000.

Undergirding the University's research and extension programs were federal funds, including UT's traditional land-grant allotments, earmarked primarily for Agricultural Experiment Station and Extension work.

The second largest source of operating funds, exceeded only by state appropriations, is gifts, grants, and contracts. In 1968-69, these funds totaled $18,549,000. For 1969-70, they rose to $22,441,430.

The primary source of gifts, grants, and contracts again was private foundations and governmental agencies which contribute to research. Sizable increases were made in the amounts of business and corporate giving and in deferred giving, such as life income agreements and through wills. The means by which all former students are encouraged to support their alma mater, the Alumni Annual Giving Program, also brought in a substantial amount for academic enrichment purposes. In 1968-69, AAG amounted to a record $373,150 given by 14,333 alumni and other friends of the institution. A portion of this record amount was attributable to another giving "challenge" issued by Clayton Arnold, UT's greatest living benefactor. Mr. Arnold's challenge gift of $44,000 was in addition to the amount given by alumni and other friends of the University.

Again in 1969-70, AAG set a new record, with 14,165 contributors giving $378,865. Mr. Arnold's challenge gift this year amounted to $45,997, making a grand total of $424,863.

In addition to gifts and grants for research, scholarships, and other enrichment programs, a number of major gifts were received during the biennium. Donors of property or other valuable assets of major proportion were, in addition to Mr. Arnold, Arch McClanahan of Nashville, Earl Dunlap of Crockett County, Tennessee, William F. Bowld of Memphis, and the late Fred M. Roddy of Attleboro, Mass.

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

(not including funds for physical plant expansion)

SOURCES OF INCOME, 1969-70

Endowment Income and Other Sources: *Income from endowment funds and miscellaneous sources*	$ 3,827,287	3.3%
Federal Appropriations: *Morrill Act funds, primarily in support of Agricultural Extension and Experiment Station programs*	$ 5,673,503	5.0%
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.*	$ 10,143,432	8.8%
Auxiliary Enterprises: *Income from operation of residence halls, apartments, cafeterias, and other facilities serving students and staff*	$ 14,462,387	12.6%
Student Fees: *Maintenance fees, out-of-state tuition, and other miscellaneous student fees*	$ 17,320,866	15.1%
Gifts, Grants, and Contracts: *Includes receipts from private individuals, corporations, federal agencies, and foundations*	$ 22,441,430	19.5%
State Appropriations: *Funds appropriated by the State Legislature*	$ 41,064,000	35.7%
GRAND TOTAL	$114,932,905	100.0%

USES OF INCOME, 1969-70

Working Capital and Earmarked Reserves: *Funds required for increases in inventories and other working capital items necessitated by University's growth in programs*	$ 2,148,577	1.9%
Libraries: *Operation of libraries on all campuses, including book purchases*	$ 2,629,428	2.3%
Student Aid: *Scholarships, fellowships, work-study, prizes, and other awards*	$ 4,300,033	3.7%
Maintenance and Operation of Physical Plant: *Maintenance of buildings, janitorial services, power plant, repair crews, traffic control, and other building and grounds expenses*	$ 8,872,839	7.7%
Administration, Student Services, and Staff Benefits: *Administration of all campuses, including student services and fringe benefits for all faculty and staff*	$ 11,310,918	9.8%
Auxiliary Enterprises: *Operation of residence halls, apartments, cafeterias, and other facilities serving students and staff*	$ 14,909,690	13.0%
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*	$ 10,096,188	8.8%
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*	$ 15,474,269	13.5%
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.*	$ 45,190,963	39.3%
GRAND TOTAL	$114,932,905	100.0%

SUPPORTING PROGRAMS / 38.4%

PRIMARY PROGRAMS / 61.6%



DR. E.J. BOLING, President-Elect

NEW HORIZONS FOR A NEW DECADE

The University of Tennessee enters the 1970s with a spirit and atmosphere of newness, despite its 175 years of history and its noteworthy achievements of the past decade.

UT confronts the challenges of today's civilization—environmental problems in urban and rural areas, problems dealing with the relevance and effectiveness of higher education programs in serving the needs of both the youth and older persons in today's society, and research and public service problems to answer the demands of the new decade.

The University will enter this decade with new administrative leadership, which has already taken steps to meet the changing times. On December 19, 1969, the Board of Trustees—after six months of considering possible nominees—named Dr. Edward J. Boling as President-Elect of the institution. In his acceptance remarks and in statements made thereafter, Dr. Boling has emphasized the University's role in meeting the challenges of the 1970s.

While enrollments will continue to increase during the next decade, the rate of growth will slow down somewhat. This will permit the devotion of more time, energy, and available resources toward enhancing the quality of present programs and filling higher education needs which have not been met.

One area of needs deserving special consideration relates to research and service efforts dealing with growing urban and environmental problems. The state government should cooperate with higher education in providing funds for programs in these fields to supplement federal and private grants that are becoming available to help prevent or solve critical environmental problems.

In recent years the State of Tennessee has made considerable progress in strengthening its institutions of higher education. These institutions include The University of Tennessee with its five primary campuses and other facilities located throughout the state, governed by the UT Board of Trustees, and the six senior institutions, the nine community colleges, and the three technical institutes under the Board of Education. All of these public institutions last year enrolled a total of 88,275 students—constituting about 70 per cent of the total college enrollment in Tennessee. During the past decade these enrollments have nearly tripled (from 30,673 to 88,275) and they will continue to grow at the rate of 6,000 to 8,000 a year during the next four years. Growth is also anticipated in the research and public service functions of these institutions, particularly to help solve environmental problems of the 1970s.

While Tennessee now has a soundly based program of public higher education, strong efforts will be required during the next four years to expand and improve the state's colleges and universities in keeping with the teaching, research, and public

service needs of the Volunteer State. Such efforts will be the sole responsibility of the state government because these are state institutions and can look only to the State Legislature for their basic support. Most of them receive some income from student fees and federal and private sources, but they could not exist without the primary and constant support which comes from state government.

Dynamic action of the Governor and General Assembly for the next four years will be necessary to meet the following goals and needs of public higher education in Tennessee:

1. *Financial support which will permit growth in quality as well as in enrollments and services of public higher education.*

The rock-bottom minimum needs of higher education, to maintain the current level of support, will require additional state funds to serve increased enrollments and to allow for any diminution in the value of the dollar.

But the need is even greater in Tennessee to bring this support up to the per student or per capita level of surrounding states with similar economic standards and capabilities. Tennesseans certainly desire public higher education programs comparable to those of citizens in neighboring states of the Southern Association of Colleges and Schools, particularly in view of the fact that the average support for the entire region is below the national average which Tennessee should seek ultimately to attain.

Adequate financial support must be the No. 1 goal of Tennessee, for without this, other goals cannot be reached. Failure to achieve this objective places Tennessee at serious disadvantage in competing for the specialized personnel required for quality programs.

2. *Encouragement and assistance to Tennesseans of all ages who desire a higher education.*

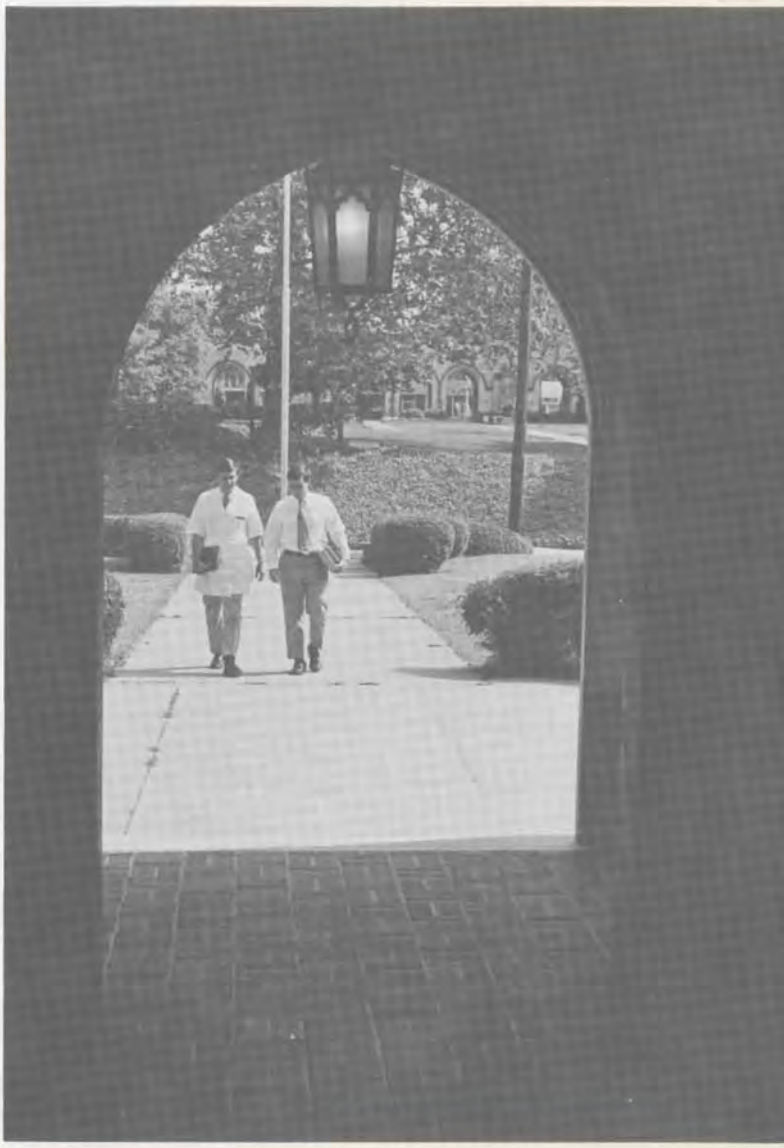
Higher education is one of the best investments that a state can make in its people, and all possible measures should be taken to encourage and assist both young people and employed adults in enrolling in public colleges and universities.

High school and college level guidance and counseling programs should be strengthened in an effort to identify and encourage qualified students to pursue appropriate studies of higher education and to assist them in overcoming difficulties. Special emphasis must be given to the guidance and assistance of children from disadvantaged academic, economic, and cultural backgrounds.

Financial aid programs—loans, scholarships, and work-study grants—must be increased and broadened. The state should enact the necessary legislation to insure that all available federal matching funds for such financial aids are fully utilized. Efforts should be made to solicit more academic scholarships from private donations.

Fees charged for Tennesseans enrolling in public colleges and universities should be kept at the lowest possible level. Tuition and fees for out-of-state students should be at a higher level—approximately the amount of state tax support allotted for each in-state student.

The accessibility of public colleges and universities to citizens in every county is extremely important, and Tennessee should complete its plan of placing a fully accredited institution within reasonable commuting distance of every community.



Comprehensive community colleges should complement senior institutions in urban areas. Employed adults should have access to degree-granting evening programs, particularly in urban areas.

3. *Improvements in both the quality and quantity of programs offered at public colleges and universities.*

The quality of every academic program offered at every public institution should at least measure up to the professional accreditation standards of that program. Compliance with accreditation assures that graduates are readily accepted by employing and licensing agencies or by graduate schools for advanced studies. Hence, appropriate state higher education agencies, especially the Tennessee Higher Education Commission, the State Board of Education, and The University of Tennessee Board of Trustees, should study the accreditation status of all programs offered by state institutions. Sufficient funding should be sought to bring all programs up to accreditation during the next four years.

Higher education needs which state institutions are not now filling should be studied by the Tennessee Higher Education Commission with the assistance of all existing educational institutions. Action should be taken to institute new programs which have sufficient justification.

In improving both the quality and quantity of higher education programs, the state should direct its budget and higher education officials to develop techniques, processes, or formulas which will allocate available state resources to institutions of higher learning in the most equitable manner. Such devices should recognize variations in institutional goals and purposes and should differentiate in costs at the several academic levels (freshman, sophomore, junior, senior, professional, and graduate) and in the different academic areas (medicine, law, architecture, dentistry, nursing, engineering, and others).

4. *Adequate physical facilities to catch up with present needs and to provide for future growth of public colleges and universities.*

The State of Tennessee should appropriate the capital funds necessary to replace unsafe and obsolete physical facilities at institutions of higher learning, to provide functional academic facilities to serve their enrollment increases, and to build facilities to meet specific academic requirements for programs such as nursing, architecture, art, engineering, and others. In addition, modern equipment and laboratory facilities to meet new scientific, technological, and academic developments should be funded. National and regional physical facility standards should be used for an objective determination of space requirements for higher education.

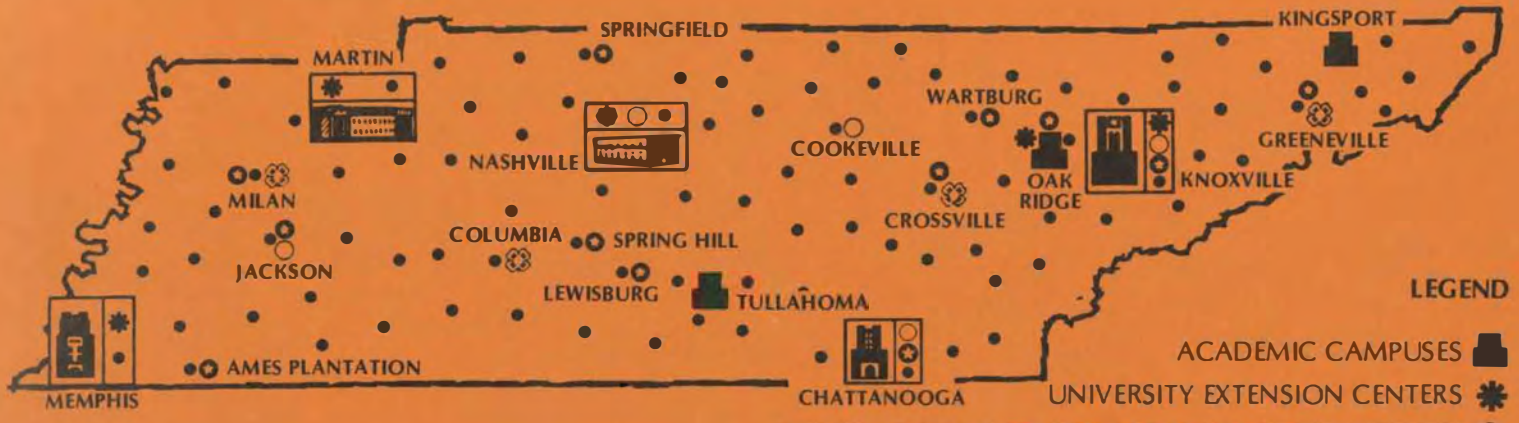
5. *A strong program of employee benefits.*

State colleges and universities, as well as other state agencies, should have competitive and attractive employee benefit programs which will help retain and attract the best possible employees and will provide them with satisfactory health and retirement benefits. The state government should cooperate with higher education in providing funds to support more effective programs for retirement, health insurance, life insurance, accident insurance, and other benefits.

6. *Maintaining an effective system of governance for public higher education in Tennessee.*

The State of Tennessee should have a system for governing its public colleges and universities which insures that well-qualified persons serve on governing and coordinating boards, that boards fulfill their responsibilities, and that lay board members interact closely with administrative officials and other groups on all campuses. The citizens of Tennessee should be assured that these boards are able to make effective citizen input into public higher education and are able to exercise sound policy control. Attainment of this objective requires the existence of governing boards which have the time to work closely with the several institutions.

Public higher education in Tennessee is now governed by two boards. The University of Tennessee's Board of Trustees governs five primary campuses, the Agricultural Extension Service, Agricultural Experiment Stations, and other activities. The State Board of Education governs six senior institutions, nine community colleges, three technical institutions, vocational education, and grades K-12. The higher education activities of this state are coordinated by the Tennessee Higher Education Commission. The multi-board system has worked well in Tennessee for many years because of dedicated board members and administrators. Hence, no changes in the multi-board concept should be made without long and careful study and consideration. Successful and effective structures should be maintained.



LEGEND

ACADEMIC CAMPUSES

UNIVERSITY EXTENSION CENTERS

AGRICULTURAL EXTENSION SERVICE DISTRICT OFFICES

AGRICULTURAL EXPERIMENT STATIONS

4-H CENTERS

AGRICULTURAL AND HOME DEMONSTRATION AGENTS

THE CAMPUS OF THE UNIVERSITY IS THE STATE OF TENNESSEE



