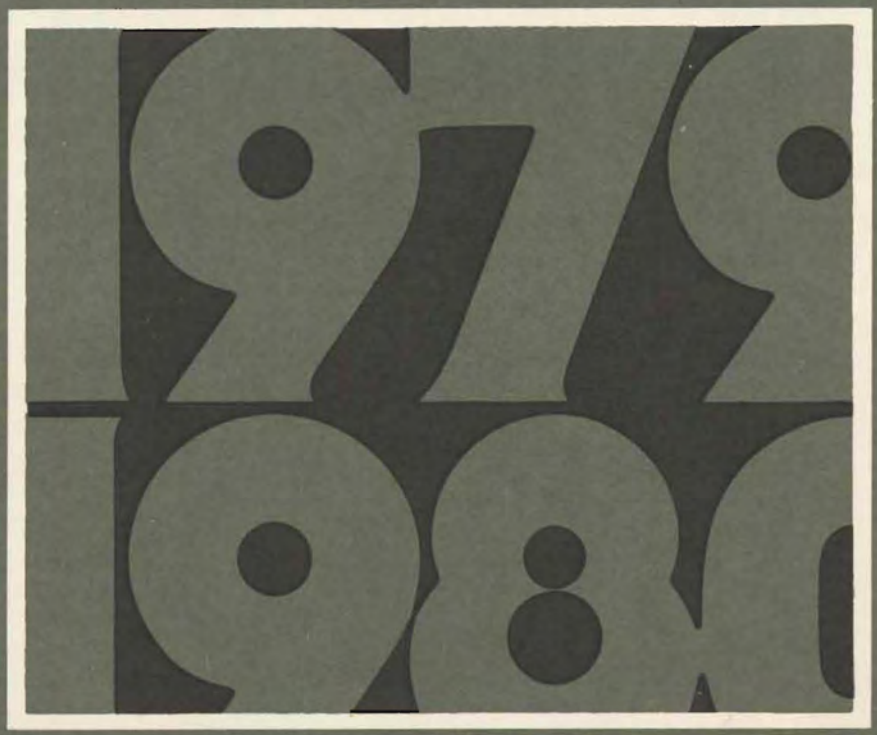
1970's & 1980's



REVIEW AND PREVIEW

1978-79 ANNUAL REPORT OF EDWARD J. BOLING, PRESIDENT
THE UNIVERSITY OF TENNESSEE
TO THE BOARD OF TRUSTEES, JUNE 21, 1979

THE UNIVERSITY OF TENNESSEE RECORD



THE BOARD OF TRUSTEES, 1978-79

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1970's & 1980's REVIEW & PREVIEW

At certain milestones along the way, the president of any institution should take stock of where he or she has been and a hard look at what lies ahead. The close of the 1970s provides such a milestone and an opportunity for retrospection and prognostication. But we have no intention of ignoring the present, for it represents our immediate interests. Unless we address today's problems, neither past nor future will matter.

Therefore, this report seeks to remind you of the major accomplishments of the years since I became president in 1970, inform you of the past year's progress and the problems of the year ahead, and take a long-range view of opportunities for greater service and problems we are likely to encounter in the 1980s.

I believe the success of the past nine years can be attributed largely to three factors: the people who make up the University; the structure through which it operates; and the method of obtaining funds.

First, I want to comment on the quality of our people—administrators, teaching faculty, and supporting staff, all of whom are guided by the leadership and wisdom of this Board of Trustees. We are fortunate to have chancellors and vice presidents who can manage their campuses and divisions effectively yet remain part of a team that is totally committed to the entire University. We are fortunate to have professors dedicated to teaching, to academic freedom, to serving young people. We are fortunate to have loyal, dedicated staff personnel.

I believe our administrative system is well structured and efficient. Since it was instituted in 1968, the state-wide system has worked effectively and has provided the type of accountability the legislature and taxpayers of the state rightfully expect. I believe our success is partly due to the internal communications that have been initiated. Many potential problems have been solved before they become serious ones due to the channels of communication we have established between the president and his staff and between the president and faculty and students.



UT President Edward J. Boling

A change in the process by which the state funds are allocated to colleges and universities has been a major factor. Early in the 1970s the Tennessee Higher Education Commission began applying its formula to determine per-student costs of offering courses at varying levels of instruction and in different specialized fields. This change achieved equity in the distribution of state funds and provided a positive alternative to political "bargaining" and "trading." As with all formulas, however, the THEC formula needs periodic revision and improvement.

The THEC also began recommending capital outlay appropriations and studying proposals for buildings and improvements, lessening undesirable competition for these funds. The recent allocation of state funds for major maintenance projects recognizes the wisdom of keeping existing buildings in good repair.

Adequate funding of higher education always has been a primary concern, and the Governor and legislature have responded to the University's needs. State appropriations, in fact, have risen from $48 million in 1970-71 to $114 million in 1978-79, a 140 percent increase. Yet inflation has risen 83.6 percent, so eroding the value of additional dollars that actual progress has been greatly reduced. Without other sources of income, we would have suffered more severely.

Supplementing state tax dollars throughout the 1970s have been funds raised by two support agencies, the Development Council and the National Alumni Association. The tremendous results produced in private giving have been achieved primarily through the efforts of volunteer supporters in these organizations. In the past two years, this support has been dramatically demonstrated by the *Tennessee Tomorrow* campaign, which is well on its way to raising $35 million to support academic, research, and public service programs at all of the University's campuses and divisions.

The past nine years have produced problems other than inflation. A lengthy federal court suit consumed valuable personnel time, and the ensuing 1977 federal court order to merge UT Nashville with Tennessee State University under the State Board of Regents created serious morale and administrative problems at the Nashville campus.

A tightening of the state's purse strings for the coming year has accentuated the problems. The state appropriation for operating UT in 1979-80 represented only an 8.2 percent increase over this year's appropriation, less than the current inflation rate. This level of funding has necessitated a raise in student fees and the curtailment of some activities.

Despite our problems, we can look with pride upon the past and with hope to the future. The noteworthy achievement of the 1970s described in the following reports of chancellors and vice presidents provides a solid basis for the optimism we must feel despite the many problems and challenges we face.

KNOXVILLE

Qualitative improvements in academic programs in the 1970s helped meet changing needs of individuals and of society. The School of Nursing, founded in 1971, achieved collegiate status in 1977, and the first graduates of the M.S. program in nursing completed degree requirements in 1978-79. The College of Veterinary Medicine was established in 1974 and a 250,000 square foot teaching hospital opened in September 1978. Its first class, enrolled in 1976, received degrees in June 1979. The Graduate School of Library and Information Science was accredited in 1974. Continuing education programs expanded to help serve nontraditional students with such programs as the intensive Mini-Term first offered in 1977.

UTK used the state's largest collection of intellectual resources and specialized physical resources to expand knowledge and to help solve practical problems through research and public service. Research grant and contract funding exceeded $23 million for 1978-79. The Environment Center and the Transportation Center, both organized in 1971, received national recognition for their effective interdisciplinary programs. Energy research and development programs were the focus of increasing attention and support. The largest single contract in the University's history was awarded in 1975 from the U.S. Office of Coal Research, a $9.4 million grant for the magnetohydrodynamics program at the UT Space Institute in Tullahoma.

Efforts to improve communications and increase participation in decision-making processes were made under the administrations of Chancellors Charles Weaver (1970-71), Archie Dykes (1971-73), and Jack Reese (1973-). These developments included: formation of the Commission for Women, 1972, and Commission for Blacks, 1976; reorganization of student government, 1974; formation of the Chancellor's Associates, a support group of community leaders, 1972; participation in Campus on the Mall community relations project, 1975; publication of the Campus NEWsletter in 1975 and Horizons, an in-depth feature publication for alumni and the campus community, in 1978; introduction of regular informal meetings with collegiate faculty and Chancellor's Roundtables with students, 1975; appointment of an affirmative action coordinator, 1976; and reorganization of the Chancellor's Honors Banquet to recognize accomplishments of the entire campus community, 1976.

The creation of vice chancellorships for business and finance and planning and administration increased efficiency in University operations.

Private Funds Help Meet Needs

A new emphasis on private sector fundraising provided support for crucial needs which could not be met from state funds alone. A successful $3 million capital campaign for the College of Business Administration from 1970-74 preceded the University-wide *Tennessee Tomorrow* campaign. An Opening Night Club was formed in 1975 and coordinated by the UTK Development Office to raise funds for the theatre program.

Construction of new buildings and acquisition of property increased the gross square footage on the Knoxville campus from 8,830,569 in 1970 to 10,799,781 in 1979. New buildings included Clarence Brown Theatre, Physical Education Building, Andy Holt Tower Administration Building, Student Services Building, Stokely Center for Management Studies, Student Health Center, College of Nursing Building, Walters Life Sciences Building, College of Veterinary Medicine Building, and Art and Architecture Building. Other major projects included approval of an additional wing to Claxton Education Building, additions to Neyland Stadium, relocation of a central bakery, renovation of the Austin Peay Psychological Building and the Black Cultural Center, and elimination of architectural barriers to the handicapped.

Cultural activities enhanced the quality of campus life and earned a national reputation for excellence. Establishment of the Clarence Brown Company in 1975 brought professional theatre to the region.

UTK developed a more balanced athletics program, with increased attention given to women's sports and intramurals. The Women's Intercollegiate Athletics program, founded in 1973, fielded teams which ranked consistently among the best in the nation.

Current Year Sees Enrollment Decrease

Enrollment dropped slightly for fall quarter, 1978, to 29,720, compared to a record 30,468 the previous year.

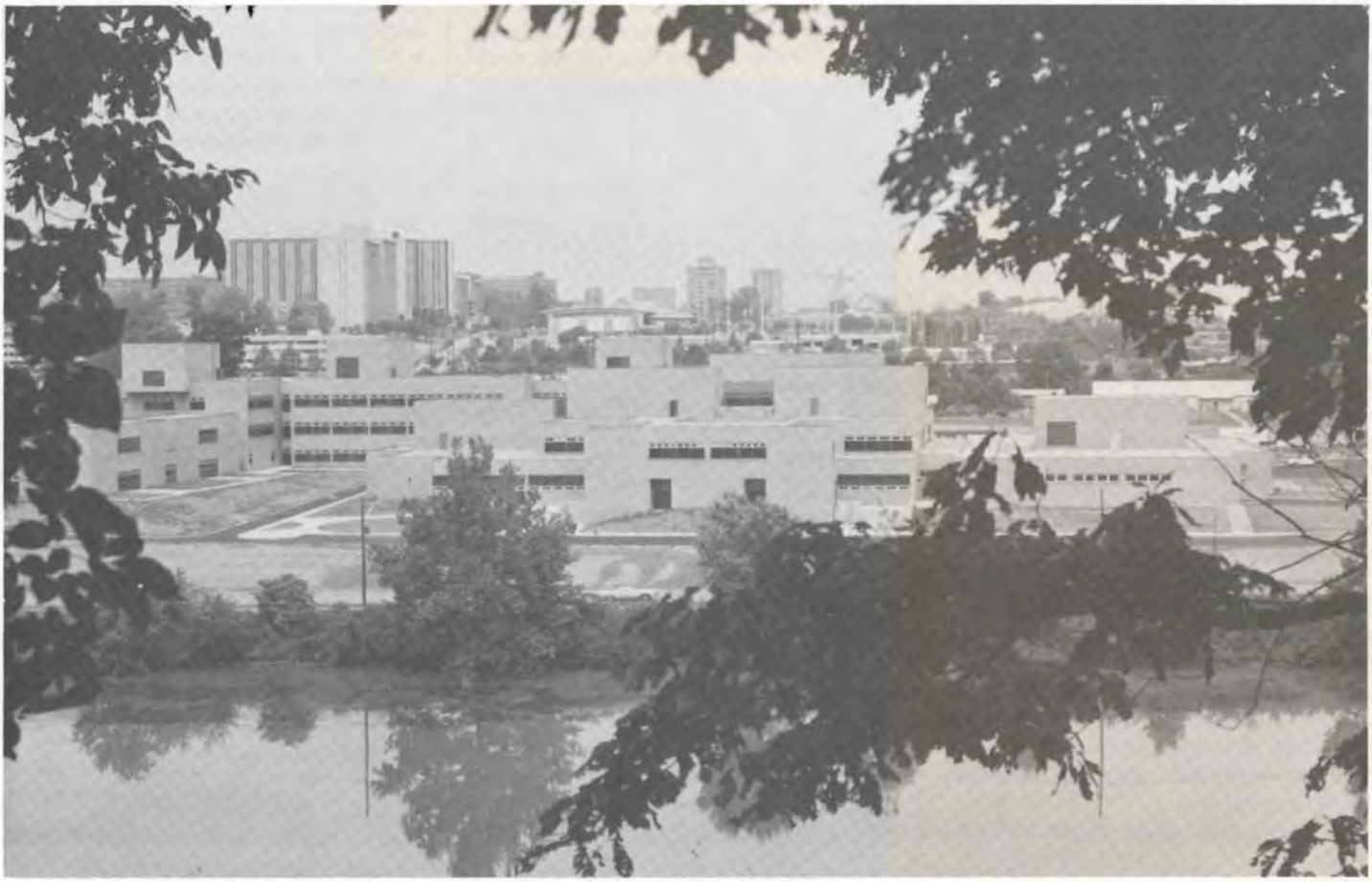
A significant increase in job offers from employers made 1978-79 one of the strongest recruiting years in history for UTK graduates.

A new student parking garage was completed near west campus residence halls; construction continued on the Art and Architecture Building, and design work began on the $4.2 million wing to Claxton Education Building.

Three UTK administrators accepted government appointments in 1978-79. Sammie Lynn Puett, executive assistant to the chancellor, was named Tennessee commissioner of general services in Governor Lamar Alexander's cabinet. Dr. John H. Gibbons, director of the Environment Center, was appointed director of the Congressional Office of Technology Assessment. Dr. Kenneth W. Heathington, director of the Transportation Center, was named deputy director of the National Highway Traffic Safety Administration.

Three deans announced plans to leave their administrative posts. Dr. Lura Odland, dean of the College of Home Economics, left the deanship but continued teaching in the college. She was succeeded by Dr. Nancy Harries-Belck, former director of extension home economics and social and human resources at the University of Arizona.

Don Hanson, dean of the School of Architecture, resigned from that post but retained a professorship in the school. Roy



Last fall, the $15 million Veterinary Medicine Teaching Hospital was opened at the agricultural campus. The 250,000-square-foot structure is shown, foreground, against the main campus skyline.

Knight, acting director of architecture, planning and design for the National Endowment for the Arts, was named dean.

Dr. Margaret Perry, dean of graduate studies, was named associate vice president for academic affairs at Tennessee Technological University. UTK's new graduate dean is Dr. Clarence Minkel, former associate dean for international studies and programs at Michigan State University.

New Academic Programs Begun

A new advising program helped increase faculty contact with students, while a committee appointed by UTK Chancellor Jack Reese worked to improve the attractiveness of Summer School and the year-round cultivation and retention of students.

Among other academic program highlights:

- The College of Business Administration created a "minor in business" for non-business majors who have career plans in the field of business.
- The College of Communications' tenth anniversary brought nationally prominent figures in advertising, broadcasting, journalism, and public relations to the campus.
- An extensive screening program and new requirements for admission to teacher education were approved in the College of Education.
- In the Division of Continuing Education, the Evening School mini-term in December attracted some 1,100 students—a 35 percent increase over the previous year. Non-Credit Programs enrolled some 7,600 students, and an English Language Institute was introduced to improve English skills of foreign students.
- A $60,000 *Tennessee Tomorrow* gift from the Stokely-Van Camp Corporation to the College of Home Economics funded the first of five annual symposia on "Food in Contemporary Society."

• The first endowed professorship in the College of Law was established in honor of Williford Gragg through a $100,000 *Tennessee Tomorrow* Law Campaign gift from United States Fidelity and Guaranty Company of Baltimore.
• As part of a long-range review of its undergraduate curriculum, the College of Liberal Arts participated in the Lilly Endowment Fund's 1979 Summer Workshop on Liberal Education.
• The crafts curriculum was transferred to the Department of Art.
• To free more funds for book purchases, the Library imposed a freeze on ordering new periodicals and involved faculty in a serials review program.
• The Computing Center installed an IBM 3031 computer system—twice as powerful as the system it replaced—and doubled the memory size for the University database management information system.

Research Efforts Accelerate

UT Knoxville made a conscious attempt in 1978-79 to emphasize the importance of the proper balance between the complementary missions of instruction and research. More than 70 percent of the past year's grant proposals were funded, far above the national average.

As part of their continuing research efforts in methods of birth control, Department of Zoology researchers developed a contraceptive vaccine which is effective in dogs.

Ecology students and faculty traveled to Pennsylvania to examine effects of radiation emissions following the accident at the Three Mile Island nuclear plant.

At the Image and Pattern Analysis Laboratory in the College of Engineering, researchers developed computerized x-ray analysis techniques useful in detecting black lung disease.

Students and faculty at the Memphis Branch of the School of Social Work established a standardized methodology for conducting large scale community health care research studies.

Public Service, Cultural Events Abound

The Colleges of Liberal Arts and Business Administration co-sponsored a highly successful conference which explored the business community's influence on society through its encouragement of the arts.

College of Nursing faculty and students, in collaboration with TVA, developed and delivered consumer education programs for diabetics and hyperactive clients and their families in rural mid-East Tennessee.

The College of Law offered non-credit courses on housing, family, and consumer law, an institute for non-lawyer judges, and a criminal law refresher course for general sessions court judges.

The Transportation Center co-sponsored the first national Child Passenger Safety Conference. The Center's Child Passenger Safety Program has a major responsibility for informing Tennesseans about safety laws and the importance of protecting children in case of traffic accidents. Transportation Center research on insurance issues related to transportation for the elderly, the handicapped, and rural residents helped lead to a White House conference on the topic.

The Housing Research and Development Center of the School of Architecture organized a conference on public housing regulations and new technology in energy conservation.

"Celebration," a spring series underscoring UTK's commitment to excellence in the arts, included concerts, plays, lectures, exhibits, and other cultural events. *A Meeting By The River* by Christopher Isherwood premiered at Clarence Brown Theatre before opening on Broadway.

Tennessee Tomorrow Attracts Gifts

Pledges to UT Knoxville through the *Tennessee Tomorrow* fund exceeded $9 million as 1979 began, bringing the campus more than halfway toward its $16 million goal for the three-year campaign.

Among large private gifts committed to UTK during 1978-79 were:
• $1.1 million from the Frederick T. Bonham Estate for student aid.
• A farm valued at $260,000 from Robert and Evelyn Condra of Nashville, with funds from the sale to be used for professorships in the College of Engineering.
• $250,000 from the ALCOA Foundation for the Colleges of Engineering, Business Administration, and Nursing.
• $125,000 from IBM for faculty development in the College of Engineering.
• $100,000 from Knoxville's Valley Fidelity Bank for faculty development and library acquisitions.
• $100,000 from the Magnavox Consumer Electronics Company for the Magnavox-Mary Costa Scholarship in Voice in the Music Department and an endowed chair in the College of Engineering.
• $100,000 from Power Equipment Company to establish the R.S. Tucker Graduate Fellowship in the College of Business Administration.
• $100,000 from the Fred M. Roddy Foundation for student aid.

Campus Conserves Energy

The automated energy conservation management system went into full use in nine buildings. An energy conservation coordinator was hired, and an energy audit was conducted to prepare for modifications to existing buildings. Electrical metering equipment installed in residence halls helped monitor and control consumption.

Student orientation programs included counseling for all entering freshmen with low ACT scores or low high school grade

point averages. More than 1,400 students received tutorial assistance during the year. A Freshman Aid Coordinating Team will begin this fall to try to improve retention of first-year students.

UTK women's athletic teams placed third nationally in basketball and first in the Southeastern Tennis Championships.

Needs of the Next Decade

Meeting the most critical funding needs of UT Knoxville in the 1980s will require a continuing commitment to enhancing faculty and staff salaries, library collections and facilities, building maintenance, equipment modernization, and energy savings. While some gains have been made, Tennessee still ranks twelfth among fourteen Southeastern states in faculty salaries.

Space and acquisition budget problems in the library threaten efficient service and accreditation. A new main library building is needed to relieve crowding and to support teaching and research programs. Space concerns for the near future can be met only by removing seating, thus reducing the building's already insufficient capacity.

The need for more adequate equipment is continually cited in departmental budget hearings. UTK's equipment expenditures fell from 3.6 percent of campus educational and general outlays in 1974 to an estimated 0.8 percent in 1979.

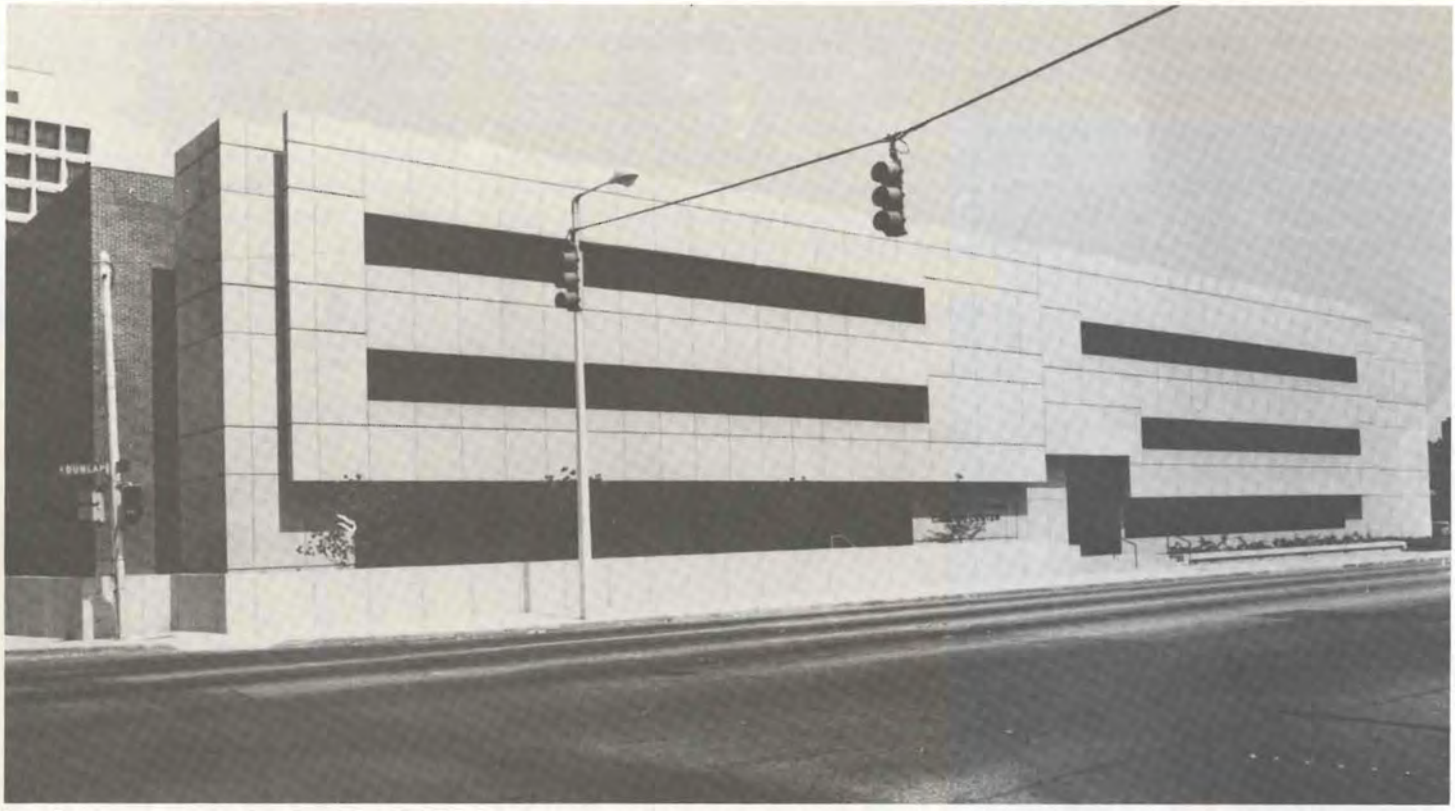
Energy conservation programs begun in 1974 will become even more important in the 1980s. Campus square footage subject to electrical energy consumption increased by 15 percent since 1974, but conservation efforts held the consumption increase to only 5 percent. Unfortunately, the charge per kilowatt hour increased 250 percent.

The University must produce better results in affirmative action, expecially in recruiting and retaining highly qualified minority faculty. Important work will also continue in the 1980s to increase student retention rates and to serve more "non-traditional" students.



Dr. Charles A. Shivers, zoology professor, and laboratory assistants conduct research on a birth control vaccine for animals.

CENTER FOR THE HEALTH SCIENCES



The Van Vleet Memorial Cancer Center was completed this year and dedicated to the memory of the Van Vleet family of Memphis, founder of a pharmaceutical company.

Major accomplishments at the Center for the Health Sciences during the 1970s include:

- Establishment of the College of Community and Allied Health Professions in 1972, offering the Bachelor of Science in cytotechnology, dental hygiene, medical records administration, medical technology, physical therapy, and radiologic technology.
- Approval in 1976 by the Board of Trustees of a change from a three- to a four-year curriculum in the Colleges of Dentistry and Medicine to help relieve the "pressure cooker" atmosphere experienced by students and faculty. The four-year calendar allows more time for preparation by students and faculty and permits the offering of electives difficult to offer under the three-year curriculum. It also enables students to work to help finance their educations, undergo special training to overcome academic difficulties; have extra-curricular experiences in doctors' offices, rural preceptorships, hospitals or research laboratories; mature professionally; and have time to make thoughful career choices.
- Construction, completion, and occupancy of three buildings designed with the flexibility to accommodate changing needs: The Cecil C. Humphreys General Education Building, used for preclinical instruction of students of all colleges; the Winfield Dunn Dental Clinical Building, an academic building for clinical phases of the curriculum; and the E.P. and Kate Coleman College of Medicine Building, which accommodates twelve major departments of the College of Medicine, contains offices and research laboratories, a vivarium, lecture halls, conference rooms, and a food service lounge.
- State-appropriated operating funds more than tripled, rising from $7,806,000 in 1971 to $26,892,800 in 1978-79. Other restricted income amounted to $4,006,776 in 1971-72 and to $10,331,092 in 1978-79.
- From 1971-78, the state appropriated $47,910,000 for capital improvements. Of this amount, $4,000,000 was for the Knoxville Unit, $1,027,000 for family practice clinics, and the remainder for improvements at the UTCHS campus.
- Clinical education centers were established at Knoxville and Chattanooga to enable students of the College of Medicine and, at Knoxville, the College of Dentistry, to undertake part of their undergraduate curriculum away from the Memphis campus and to serve as the training site for more than 150 residents. The centers also contain family practice programs. A large percentage of students taking residency programs at Knoxville have remained there to practice. The newer Chattanooga Center cannot yet be evaluated in this respect. Improving the distribution of physicians throughout the state was a primary reason for establishing the clinical education centers and family medicine programs.
- An Interim Management Contract for the City of Memphis Hospitals was signed, giving responsibility for managing the hospital to the UTCHS chancellor. This agreement expires in 1980, but it has opened the door for a long-range plan. Also agreed upon and signed is a professional service

contract providing for reimbursement by the hospital for professional services of College of Medicine faculty.

Years of Progress Yield Results

Past progress has enabled this Center for the Health Sciences to accomplish a great deal this year, including:

- Appointment of Dr. James Hunt, former chairman of the Department of Medicine at the Mayo Clinic and Medical School and professor of medicine, Mayo Medical School, University of Minnesota, as dean of the College of Medicine.
- An administrative reorganization placing all support functions under the vice chancellor for administration, Dr. Earle Bowen. William Rice was named vice chancellor for business and finance and executive vice chancellor, responsible for coordinating intradivisional activities.
- Completion of the Van Vleet Memorial Cancer Center. The project involved renovating, joining and enlarging the Cancer Clinic and Cancer Research Buildings. Funds were raised by local citizens. The clinic will be used to diagnose and treat cancer.
- Completion of an outdoor recreational facility with six tennis courts, two baseball diamonds or three football fields, and a track.
- Initiation of a peer review grant program for faculty with less than twenty-four months of accumulated service at UTCHS. In the first round of this program, forty applications were received and fifteen were recommended for funding.

The fifteen awards ranged from $6,346 to $28,067, and ten have commitments for a second year subject to satisfactory progress. Funds for this program amount to about 25 percent of the indirect cost generated by sponsored activity at the Center for the Health Sciences.

- Full accreditation of all programs of the Center for the Health Sciences.
- High scores by students on state and national board examinations. Three years ago, students of the College of Medicine had a 45 percent failure rate on part of the examination. This year only 5 percent of the students failed, compared to a national average of more than 13 percent.
- Surpassing of the *Tennessee Tomorrow* campaign goal. The goal of the Center for the Health Sciences was $9,000,000; at the end of the second year of the three-year program, $11.5 million had been pledged.

Problems for Faculty, Students

Although significant progress has been made, problems hamper the learning and teaching environment. Some of these problems are:

- Lack of adequate hospital and clinic facilities for teaching. The City of Memphis Hospitals Complex is an outmoded structure of the ward-type which cannot attract nurses because of poor working conditions. A new hospital would improve the quality of care and the environment in which medical courses are taught to students of the various colleges.
- Lack of funding for the proposed Library/Nursing Building for which preplanning has been done. Since 1974, the College of Nursing faculty has been "temporarily" housed in Goodman House, which also is a student dormitory. The existing library lacks adequate room for its collection and seating, and the building must be converted for use by the faculties of the College of Pharmacy and Allied Health. Space occupied in the Goodman House should be used for student housing, which is much in demand.
- Need for upgrading several old structures. Among these are buildings occupied by the faculty of the College of Basic Medical Sciences, including the Crowe, Nash, Pathology and Wittenborg Buildings. The Dobbs Building requires changes before it can house hospital-related functions of the College of Medicine.
- Insurance of equity on per student funding being received by the East Tennessee Medical School and by the UTCHS College of Medicine.
- Inadequate funding of the College of Dentistry. A report to the dean of the College by the accreditation team which visited Memphis in February states:

"The annual report on Dental Education Finance indicates that the University of Tennessee College of Dentistry, when compared to other public schools, does not maintain a good financial position. There has been improvement in the average faculty salary, yet again, the College of Dentistry has not achieved a level which would place it in a position to retain faculty."

In 1975 the College of Dentistry capitation award amounted to $1,346,380; in 1978 it was $761,627.

"The College of Dentistry planned for an additional 9.5 full time faculty for fiscal year 1980," the report continued. "The dollar amount necessary to meet this request would have been approximately $294,000. It is not possible to add the planned faculty, since funds were not available in the amount necessary.

"In summary, the financial concerns of the visiting committee relate to the need for renovation funds, current faculty salary support, replacement of decreasing capitation monies as well as capital support, and increased funding to support an additional 9.5 full time faculty during the fiscal year 1980. In the visiting committee's opinion, until these needs are met it will be difficult for the College of Dentistry to continue its improvement and to obtain a desirable position among other dental schools."

- Underdeveloped College of Nursing Master of Science programs in community health family nursing, community mental health nursing, and medical-surgical nursing. Clinical programs in gerontology and parent/child nursing should be added, but faculty and funds must be obtained to make these programs available.
- Discontinuance of the College of Community and Allied Health program in occupational therapy, first offered in 1975, for lack of funds. This program should be restored, since there are no bachelor's degree programs in occupational therapy in Tennessee.

Challenges Lie Ahead

These problems will carry into the 1980s. In summary, among the challenges the Center for the Health Sciences must meet are:

- The absolute necessity of establishing a hospital and clinic environment in which students can be taught quality medical care.
- The need to insure equity in the funding of the East Tennessee Medical School and the UTCHS College of Medicine. The solution must result in increased funding for the College of Medicine.
- The problem of insufficient funding of the College of Dentistry.
- The need to study the future numbers of entering students in the Colleges of Medicine and Dentistry in relation to Tennessee's need for physicians and dentists.
- The need to increase faculty in the clinical graduate programs of the College of Nursing and to add urgently needed new programs.
- The need to obtain funds to reinstitute the occupational therapy program of the College of Community and Allied Health.
- The need for funds to build the preplanned Library/Nursing Builing and to renovate the existing older buildings.
- The need to develop a funding mechanism for equipment replacement. Technological advances and heavy usage result in obsolete or worn out equipment fairly rapidly. Equipment costs are so great that it is not practical to replace equipment from operating funds on a regular basis.

MARTIN

At the University of Tennessee at Martin, the decade of the 1970s was a time to settle down from the growth boom in students, faculty, staff, and facilities that came in the 1960s as UTM became a primary campus of UT, and to concentrate on solving some long-standing needs. For example:

- The serious library holdings deficiency of some 135,000 volumes in the early part of the decade will be erased by 1980.
- The deficiency in terminal degrees held by faculty in 1970 (69 percent) has been decreased significantly (to 51 percent), and a faculty development program has been instituted to further reduce the deficiency.
- The campus building program is complete except for renovations and additions to the library and theatre.
- UTM has received campuswide accreditation from the Southern Association and departmental accreditations in education, music, nursing, social work, chemistry, engineering technology, and home economics.
- Funds administered for student aid have increased from $300,000 to $3,000,000 a year.
- All academic units have been elevated to school status, giving UTM seven schools—agriculture, arts and sciences, business administration, education, engineering and engineering technology, home economics, and nursing.

The success of UTM graduates and the confidence of the public, especially in West Tennessee, have been reflected in the response to UTM's $1.5 million goal as part of the *Tennessee Tomorrow* campaign. Among the larger gift commitments to UTM in the past two years have been:

- A $582,000 gift from the estate of Gilbert Parker to endow programs in the UTM School of Agriculture.
- A $250,000 gift from Tom E. Hendrix to establish a chair of private enterprise for a minimum five-year period.
- A $250,000 gift from Hal and Alma Reagan, one-fourth for the UTM rodeo team, the remainder for an unrestricted endowment.



- A $140,000 gift from Hardy Graham for an endowment for business faculty development.
- A $130,000 gift from Mrs. Boyce A. Gooch for the Gooch Scholarship Endowment.
- A $125,000 gift from Goodyear Tire and Rubber Company for additional equipment for the UTM Computer Center.
- Gifts totaling $125,000 from approximately twenty-five West Tennessee banks to establish the West Tennessee Library Banking Endowment Fund to purchase library materials for the School of Business Administration.
- A $50,000 gift from Dave Shatz to establish a scholarship endowment fund.
- A $50,000 gift from Fred and Marie Colvett to establish discretionary funds for the UTM School of Agriculture and Home Economics.
- A $50,000 gift from Van Cunningham to establish academic scholarships in honor of his father, C.M. Cunningham, a former trustee of Hall-Moody Institute.

Enrollment Remains Constant

Enrollments during the decade have remained fairly constant, despite increased competition for students and a declining pool of eligible college-age students in West Tennessee. Headcount enrollment at UTM is around 5,000 students each fall. International student enrollment in 1970 was seven students; in 1978 it was 130 students. Minority student enrollment has about tripled in the decade, from 225 in 1971 to 727 in 1978. Part-time student enrollment, especially in evening or Saturday classes on campus, or at fourteen off-campus sites, represents about 25 percent of the enrollment.

Non-credit courses to serve the public have proved extremely popular. Travel courses are in particular demand by retired people, who represent a high percentage of West Tennessee's population. The English language program for international students has received innumerable commendations from the federal government and from other nations. All non-credit courses are self-financed, without state funding, and several hundred such enrichment courses are offered each year on demand.

The national trend towards participatory recreation has been boosted at UTM by the new physical education/recreation complex, which won a regional award for utility of design and which is being reproduced at several other universities. Intramural participation in the fall of 1978 tripled from the previous year.

Two of the three Truman Scholars in Tennessee have come from UTM, as have six Rotary Fellows, an NCAA academic scholar, a Danforth Fellow, and a silver medal Olympian in women's basketball. The new "Miss Tennessee" is a UTM music major. UTM students in health science and law preparatory courses excel in professional school admissions. This year's nursing students scored 97.1 on the state nursing certification examinations.

UTM faculty members have received numerous National Science Foundation and National Endowment for the Humanities summer grants. One UTM professor received a Fulbright award for 1979-80, and a Fulbright professor from Japan spent the spring at UTM.

Funding Threatens Progress

The successes of the 1970s at UTM are threatened by the funding prospects of the 1980s. State appropriations have failed each year to keep up with inflation, requiring UTM to keep its non-personnel operat-



Tom E. Hendrix, center, is shown with Chancellor Larry McGehee and Executive Vice President Joseph E. Johnson after announcing a $250,000 gift to establish a chair of private enterprise at the Martin campus.

ing budgets in 1979 at the same levels of six years ago, even though costs have risen as much as 44 percent. Travel has been curtailed, supplies limited, and equipment used beyond repair without funds for replacement. Faculty salaries at UTM are the lowest in the state among the ten senior public universities; and administrative, clerical and supporting salaries are next to last in the state.

Library acquisitions have slowed as costs of printing and necessary journal subscriptions have risen. Building repairs have been deferred, and everyday maintenance has been weakened by decreases in the custodial staff size. The average class size has risen as the number of full-time faculty has been reduced. Counseling services for the least adequately prepared students have not been provided, although the average ACT entrance scores have declined by at least two points in recent years. Middle-income students ineligible for financial aid are hard pressed to meet the annual increases in fees, room rent, and food charges.

The primary reasons for the severe budget problems facing UTM are decreasing enrollment bases and annual state appropriations below the rates of inflation and below the amounts recommended by the Tennessee Higher Education Commission. Nearly all budget increases have been used to cover increased utility costs and provide salary increases. Budget reserves built up in the early 1970s have been used to balance budgets annually but, after the 1979-80 year, the reserves will be gone, and some personnel and programs probably will have to be dropped. A task force on finances already has been assembled to identify priorities and recommend sources of new income and savings. Smaller institutions such as UTM do not have the flexibility to shift funds that larger universities do, and endowment and gift incomes are not adequate to provide the extra operating funds needed daily.

CHATTANOOGA

Although much has happened in this, the first decade of The University of Tennessee at Chattanooga, seven important achievements stand out from the rest. These are:

• Expansion of the curriculum. When the University of Chattanooga, Chattanooga City College and The University of Tennessee merged to form UTC, the University offered forty-nine degree programs. Since 1969, thirty-one new programs have been added to the curriculum. These include significant additions in professional preparation areas, in graduate studies, and in the traditional arts and sciences.

• Growth in enrollment. When UTC first opened its doors in the fall of 1969, it had 3,741 students. Since that time, the University's expanding curriculum and enhanced reputation have caused enrollment to grow to 7,106. UTC students come from fifty-four Tennessee counties, thirty-six states, and twenty-three foreign countries.

• Expansion of the physical plant. During its first decade as a part of the statewide University, UTC more than doubled the size of its campus, adding forty-five acres to the original thirty-four. Much of the added acreage was, in 1969, covered with run-down tenements. As part of a bold urban renewal program, UTC acquired the land and erected eight major buildings at a cost of more than $32.3 million. The total capital investment made in the UTC campus over the past decade is approximately $50 million.

• Growth of the University of Chattanooga Foundation, Incorporated. Upon the merger of the University of Chattanooga and UT, the UC endowment was received by the UC Foundation, an organization funded to use the endowment to initiate programs of excellence at UTC. In 1969, the assets of the Foundation were $5.9 million. Throughout the past decade, the generosity of the University's friends and reinvestment of the original monies have increased that endowment to $10.7 million. During that same period, more than $4.5 million has been allocated by the UC Foundation for projects at UTC which have enriched the general academic program, faculty and student development, and the library.



The enriched University Scholars Program, established in 1978, attracts students from throughout the United States.

• Creation of the University Scholars Program. UTC has a deep interest in and commitment to education for those who are particularly gifted. One demonstration of that interest is the University Scholars Program. Funded by the UC Foundation, the program accepts twenty outstanding high school graduates each year, provides them with a generous stipend and offers them an enriched curriculum for their four college years. This program—unique among UT's major campuses—attracts students from across the country.

• Growth of the faculty. Over the last decade, both the size and quality of the UTC faculty have increased. The full-time faculty has grown from 111 in 1969 to 264 in 1979. In addition, the percentage of those with doctorates or other terminal degrees has increased from 34 percent in 1969 to 68 percent in 1979. UTC recruits its faculty from the most prestigious graduate schools of the nation, including Stanford, Harvard and Yale Universities.

• Expansion of alumni and development programs. UTC now has approximately 12,000 alumni who were graduated from either the University of Chattanooga or UTC. The percentage of contributing alumni and friends has reached its highest point in the history of the University.

Campaign Attracts Support

The *Tennessee Tomorrow* campaign, which began in September 1977, has been highlighted in Chattanooga by many large gifts from individuals, corporations, and foundations. Although the completion of the campaign is not scheduled until June 1980, more than $5 million has been committed for *Tennessee Tomorrow* projects at UTC. The campaign leadership in the Chattanooga area has been excellent, and the state campaign chairman is a University of Chattanooga graduate, as well as a member of the board of trustees of the University of Chattanooga Foundation. Major gifts received in the campaign include:

• $250,000 from Provident Life and Accident Insurance Company
• $250,000 from the Maclellan Foundation
• $50,000 from Olan Mills
• $40,000 from the Evans Foundation
• $75,000 from the American Bank and Trust Company
• $60,000 from Dixie Yarns
• $50,000 from Selox, Inc.
• $50,000 from Alan Lorberbaum
• $50,000 from Combustion Engineering, Inc.
• $40,000 from Mr. and Mrs. Scott L. Probasco, Jr.
• $40,000 from Volunteer Life Insurance Company

Changes Mark Current Year

The year 1978-79 at UTC involved significant curriculum development, a change in admission requirements, growing concern about academic support equipment and the promise of much needed facilities materializing for the academic program.

In the fall semester of 1978 a number of new degree programs were launched which contributed to UTC's growth in enrollment. The Master's in Engineering, the Bachelor of Fine Arts in Art, and the Bachelor of Science in Computer Science contributed to UTC's growth, as well as provid-

ing expanded opportunities for students. Complementing the degree program in computer science and serving the needs of many other academic departments was the addition of a new research-oriented computer. This computer was made possible by an allocation of funds from the *Tennessee Tomorrow* campaign.

Each of these new degree programs holds potential problems for the future. While each program enables UTC to serve better its students and the public, such service must be of high quality. Quality is dependent on excellence in staff and facilities, particularly equipment. Each new program must compete for faculty and for operating and equipment funds. In engineering and computer science, there is a serious shortage of well qualified faculty, with a corresponding increase in salaries. Costs of scientific equipment necessary to support both programs have outpaced even the national inflationary average and undoubtedly will continue to do so.

Admission Standards Change

Admission requirements consumed a large amount of attention at UTC during both the fall and spring semesters. The open admissions experiment was ended and new admissions standards approved by the Board of Trustees were adopted. In addition, a faculty committee made detailed recommendations concerning high school students having opportunities to take course work at UTC. These recommendations will be considered by the Board of Trustees at the June meeting.

Through grants from the UC Foundation, faculty development at UTC was significantly expanded. Faculty study grants were awarded to enhance two faculty members' expertise in critically needed areas. As funds for faculty development are augmented by the *Tennessee Tomorrow* campaign, a program of faculty exchange with other institutions of higher education will be initiated.

Keeping the collections of the UTC Library current has been a continuing concern. As degree programs have been added in new applied and scientific fields, an acute problem has arisen. These fields rely more extensively on periodicals and journals than on books, yet the price increases for journals and periodicals were about 40 percent in one year. *Tennessee Tomorrow* should significantly assist the library in this and other areas, but library development will continue to be a concern, since library resources are essential to the academic quality of UTC's degree programs.

Two building projects will enhance the UTC campus and academic programs. The Fine Arts Complex is well under construction, and the three departments—art, music, and theatre and speech—may finally look forward to being housed in suitable quarters. The Sports Arena/Physical Education Building appears a reality after delays in funding.

Inflation Felt in Building Projects

Each of these facilities has provided yet another example of the continuing problems caused by inflation and the time that elapses between funding approval and construction. In each instance, inflation has affected the initial plans for the buildings. As construction costs have increased between the approval of funding and receipt of bids, equipment originally programmed for a facility had to be reduced.

Despite these problems, both facilities will not only enhance the academic programs at UTC, but they will also serve the public to a greater degree than has been possible before. With 12,000 seats in the Sports Arena, activities never before possible in Chattanooga may be scheduled. The Fine Arts Complex, with an attractive proscenium theatre, an experimental theatre, an art gallery, and an auditorium for musical programs, will enhance Chattanooga's arts facilities. Opportunities for visiting artists, made possible with funds from the *Tennessee Tomorrow* campaign, will further enrich both the campus and the community.



Students gain "computer literacy" by using equipment of UTC's extensive academic computing program. In 1978, UTC's program was commended for excellence in a national study funded by the National Science Foundation.

TEN YEARS OF PRO

1969/70

- President Andrew D. Holt plans to retire; Edward J. Boling named president-elect
- UT marks 175th anniversary of founding in 1794
- University of Chattanooga merges with UT to form University of Tennessee at Chattannoga campus
- General Extension Division becomes Division of Continuing Education
- First director of women's activities for General Alumni Association appointed
- Tennessee Newspaper Hall of Fame established at UT Knoxville

Enrollment: 35,505

Operating Budget: $84,638,000

State Appropriation for Operating: $41,064,000

Capital Outlay (1969-71): $30,876,000

1970/71

- Edward J. Boling succeeds Andrew D. Holt as president
- UT Nashville Center becomes a primary campus
- $3 million capital gifts campaign for College of Business Administration at Knoxville launched
- Faculty and student counselors to president established
- Transportation Center established at Knoxville
- Phi Kappa Phi chapter approved at Martin
- College of Community and Allied Health Professions established at Memphis
- First alumni foreign tour made to Rome

Enrollment: 38,431

Operating Budget: $98,442,000

State Appropriation for Operating: $48,315,000

1971/72

- First woman trustee appointed
- Institute for Public Service established
- Clinical Education Center established at Knoxville
- Ford Foundation awards $250,000 Venture Grant to Martin
- Tennessee Executive Development Program started at Knoxville
- Co-operative study program established in Division of Continuing Education
- Office of Vice President for Continuing Education created
- School of Nursing created at Knoxville campus
- College of Man founded at Chattanooga campus
- UT Nashville establishes credit courses for prison inmates through its "College Within the Walls"
- First night football game at Neyland Stadium
- Knoxville swimmer becomes UT's first Olympic gold-medal winner

Enrollment: 40,500

Operating Budget: $110,172,000

State Appropriation for Operating: $55,668,000

Capital Outlay: $20,177,000

1972/73

- County Technical Assistance Service established as agency of Institute for Public Service
- Employee relations advisory committee established
- Commission on women established at Knoxville campus
- Drug and toxicology information center established at Memphis
- First woman president leads General Alumni Association
- College Scholars Program established at Knoxville
- Collection of Andrew Jackson Papers for publication begins at Nashville campus
- Andy Holt Tower dedicated at Knoxville
- UT Knoxville cross country track team wins NCAA national championship

Enrollment: 41,752

Operating Budget: $118,660,000

State Appropriation for Operating: $62,538,000

Capital Outlay: $32,176,000

1973/74

- Legislature adds student member to Board of Trustees
- Business administration capital gifts campaign exceeds $3 million goal
- Clinical Education Center opens at Chattanooga
- Chancellors Roundtable created at Medical Units and Chancellors Associates formed at Nashville campus
- General Alumni Association becomes National Alumni Association
- Women's athletics at Knoxville allotted first budget—$20,000
- Professional theatre company formed at Knoxville campus
- UT Knoxville engineering college creates Minority Engineering Program
- UT Knoxville field and track team wins NCAA national championship

Enrollment: 43,394

Operating Budget: $137,742,000

State Appropriation for Operating: $71,882,000

Capital Outlay: $17,443,000

RESS AND CHANGE

1974/75

- First black student trustee appointed
- Medical Units name changed to Center for the Health Sciences
- Veterinary medicine college created at Knoxville campus
- Department of Family Medicine established at Memphis
- Adult Cancer Research and Clinical Center established at Memphis
- UT Space Institute observes tenth anniversary
- UT Memorial Research Center at Knoxville marks tenth anniversary

Enrollment: 45,440

Operating Budget: $156,828,000

State Appropriation for Operating: $83,969,000

Capital Outlay: $16,861,000

1975/76

- UTCHS obtains West Tennessee Chest Disease Hospital for a teaching hospital
- UT Space Institute gets $9.4 million Office of Coal Research grant for MHD development and research
- UT Knoxville designated an official Bicentennial Campus
- First black trustee appointed to a nine-year term
- UT ranked sixth among U.S. colleges and universities in gold medals won at Olympic games
- Annual giving exceeds $1 million for first time

Enrollment: 49,082

Operating Budget: $167,397,000

State Appropriation for Operating: $85,853,000

Capital Outlay: $16,600,000

1976/77

- Federal judge orders merger of UT Nashville with Tennessee State University by July 1, 1980; UT appeals order
- First veterinary medicine class of 40 students enrolled
- Nursing school at Knoxville elevated to college
- Solar experiment houses (TECH) built at Knoxville
- Colleges of medicine and dentistry change from three-year to four-year curricula
- HEMI training program for administrators established
- UT Chattanooga Mocs basketball team wins NCAA Division II national championship

Enrollment: 49,123

Operating Budget: $184,749,000

State Appropriation for Operating: $95,756,000

Capital Outlay: $15,100,000

1977/78

- UT launches $35 million "Tennessee Tomorrow" campaign
- Tennessee Learning Center for labor education and research established at Nashville campus
- Library surpasses goal of 2,000,000 volumes set in 1968
- UTCHS faculty member wins Rockefeller Public Service Award
- Private giving exceeds $11 million, an all-time high
- UT Knoxville swimming team wins NCAA national championship
- University Scholars Program established at Chattanooga

Enrollment: 50,467

Operating Budget: $206,152,000

State Appropriation for Operating: $110,759,000

Capital Outlay: $26,877,000

1978/79

- U.S. Circuit Court of Appeals upholds merger of UTN with TSU; U.S. Supreme Court denies stay of order
- "Tennessee Tomorrow" fund reaches $24.7 million, 71 percent of goal
- UT Martin gets three-year $1 million grant from Department of Health, Education, and Welfare
- Center for Economic Education and Chair of Free Enterprise established at Chattanooga campus by a $1 million bequest
- UT Press book wins National Book Award
- First endowed chair at Martin, a Chair of Free Enterprise, established by a $250,000 gift
- College of Basic Medical Sciences at Memphis discontinued and its departments transferred to College of Medicine

Enrollment: 50,097

Operating Budget: $222,338,997

State Appropriation for Operating: $127,198,000*

Capital Outlay: $18,530,000

*Includes $12,780,400 deducted by State for direct payment of retirement and FICA costs.

NASHVILLE

The 1970s began full of promise for the University's Nashville Center. A new building was under construction. Enrollment was near the 2,000 mark—1,979 in 1970-71. The center had a budget of almost $2 million. The General Assembly had passed and Governor Winfield Dunn had signed legislation elevating the center to campus status—the University of Tennessee at Nashville—upon completion of accreditation procedures.

UTN's growth from a small UTK extension center, started in 1947, occurred because of its unique role and scope. At a time when other institutions concentrated on daytime programs serving recent high school graduates, UTN operated in the evening, serving working adults who wanted to go to college part-time. While other campuses emphasized research as second in importance to the instruction mission, UTN stressed public service to the Nashville community.

By 1978-79, UTN had an enrollment of 5,419. It had associate degree programs in nursing, fire science, and office administration, baccalaureate degree programs in arts and sciences, business administration, education, engineering, and nursing, a master's degree program in business administration, a joint master's degree program with Tennessee State University in public administration, and resident UTK master's programs in engineering.

Enrollment Drops, Problems Ensue

Prior to 1977, UTN was the fastest growing institution in the state, with enrollment increasing 97 percent from 1971 to 1976. The higher education funding formula, which rewards growing institutions and tends to penalize institutions with steady or declining enrollment, was supplying dollars that allowed UTN to build a strong faculty, equip laboratories, and increase its library collection.

The 1978-79 year was the first in which enrollment decreased significantly, with losses of about 6 percent in the fall quarter, 12 percent in winter quarter, and 8.7 percent in spring quarter. These declines caused financial problems for 1979-80. State appropriations decreased by $39,000, and lower enrollments caused a reduction in income from student fees. The administration placed a freeze in hiring, cut operating budgets, and eliminated fifteen positions.

Court Suit Affects Campus

All during the 1970s, UTN dealt with a federal court suit, filed in 1968 by plaintiffs who sought to halt construction of the new UTN building on grounds that it would perpetuate a dual system of higher education. U.S. District Judge Frank Gray, Jr., allowed the building to be completed but ordered the state to dismantle the dual system.

Plans toward that end were filed with the court in 1969 and 1972. In 1974, the UT Board of Trustees, the State Board of Regents, and the Tennessee Higher Education Commission agreed on a long-range desegregation plan, with special emphasis on Nashville.

A few months earlier, the court had ordered UTN to discontinue its graduate education program in an effort to increase the white presence at Tennessee State University. In the fall of 1976, an evidentiary hearing was held in federal court. In early 1977, Judge Gray accepted the statewide plan but ordered UTN merged with Tennessee State University under TSU's governing body, the Board of Regents.

The judge's decision said, "The existence and expansion of predominantly white UTN alongside the traditionally black TSU have fostered competition for white students and have impeded the dismantling of the dual system of higher education." There was no finding of failure of UTN to make progress in desegregation. In fact, the state's Desegregation Monitoring Committee that same month reported that at its current rate, UTN would become the first higher education institution in Tennessee to be desegregated at all levels. During the past year, UTN had a black student enrollment of 800, 15 percent of the student body. Blacks made up seven percent of the faculty, seven percent of the professional and administrative staff, and 27 percent of the clerical and supporting staff.

The University of Tennessee and THEC appealed the judge's decision, and in April 1979 the U.S. Sixth Circuit Court of Appeals upheld the merger in a 2-1 decision. UT and THEC requested a stay to delay the merger implementation and appealed the case to the U.S. Supreme Court.

Both the Circuit Court and the Supreme Court denied motions to delay the merger, and it became effective July 1, 1979, with control of educational programs formerly administered by UTN shifted to TSU and the State Board of Regents.

CONTINUING EDUCATION

Traditionally, continuing education has been available through evening classes, non-credit short courses, conferences, off-campus extension, and independent study classes. In recent years audio- and videotapes, telephone conferences, radio and television broadcasts, and satellite relays have been added.

Programs in Health, Nutrition, Pharmacy

In 1974-75, the Center for Extended Learning and the UT, Knoxville School of Nursing developed the first of a series of videotape courses for health professionals. Pharmacology for Nurses, developed in 1976, and Drug Interactions, developed in 1979 in cooperation with the UT College of Pharmacy, are non-credit videotape courses for nurses. Multimedia dental hygiene courses also have been developed.

Independent Study

Through the Center for Extended Learning, correspondence courses (independent study courses) are offered from each UT campus. Since 1968, there have been 46,293 enrollments in these courses.

Currently, 237 college credit courses, 103 high school, and 42 non-credit courses are available. In 1978-79, more than 4,500 enrollments in courses were taught at all five campuses. A course, Drug Interactions, developed by Dr. Glen Farr, director of the UT College of Pharmacy's statewide continuing education program, received a "meritorious" award from the National University Extension Association.

The Center this year offered college English to high school seniors via videotapes, and ninety-one students at seven schools earned UT credit.

Undergraduate Cooperative Education

The first four students were placed in this program in 1972. Expanded through a U.S. Office of Education grant, this office now works with designated offices on each UT campus. During the first six years, 227 students were placed in positions. Their cumulative earnings approximated $925,000. This year, 119 students worked with forty-one employers throughout the Southeast.

Public Affairs Radio Programming

The Radio Tape Network in 1971-72 produced seven weekly public affairs programs for Tennessee commercial radio stations. By 1978, the service had grown to 21,024 quarter-hours of programming for 151 stations.

The greatest accomplishment of the past year has been maintaining the present level of operation in the face of inflation and decreased operating funds. Major problems are space, inflation, and inadequate funds for equipment replacement.

Broadcast Television Courses

This year the department continued to offer its regular services to the campuses and the public. A joint program was initiated with the statewide information services office to produce short feature segments for distribution to twenty Tennessee commercial and public television stations. New educational videotape courses produced in 1978-79 include series in English, literature, and medicine.

Head Start Training

The Child Development Associate Program, started in 1973, has grown from eleven interns and three half-time advisors to eighty-one interns and nine full-time advisors. As of June 1978, thirty-seven individuals had earned the Child Development Associate Credential for teaching preschool children. This year the department provided courses for 5,144 trainees. Problem areas are lack of manpower and funds for adequate on-site assistance to trainees.

Library Services

A major service of the past decade has been the independent study reading program involving major works about Appalachia, utilizing Extension Library resources. This year the library continued sending books to students taking correspondence courses, to teachers, librarians, and individuals, and package material to clubs and individuals. The statewide reading program of the Tennessee Federation of Women's Clubs also was administered. This rising cost of books and magazine subscriptions is a continuing problem.

Teaching Materials Center

In addition to regular services, the Center assisted the UT College of Education in training students to administer a school system media center. This year the film library loaned more than 5,000 films which were shown to more than 200,000 students on UT's five campuses. About 6,000 equipment loans were made. The greatest problem is the lack of funds to buy equipment and films. The Center has a backlog of educational film requests in excess of $60,000.

This participant in the Undergraduate Cooperative Education Program of the Center for Extended Learning is working at the Knoxville office of the Internal Revenue Service.



INSTITUTE OF AGRICULTURE

The decade brought the establishment of the College of Veterinary Medicine, construction of the $15 million Veterinary Teaching Hospital, and a 73 percent increase in the number of students enrolled in the College of Agriculture. Scientists working at the Agricultural Experiment Station produced some 2,000 reports of research projects, many of which helped to improve the nutrition and quality of life for Tennesseans and contributed to a 90.4 percent increase in gross farm income between 1969 and 1977. By carrying new information and new farming techniques to rural families, the Agricultural Extension Service made valuable contributions to the increase in farm income over the decade and toward the long-range goal of marketing $1 billion worth of crops and livestock in Tennessee by 1985.

College of Agriculture

Significant increases were recorded during the decade in numbers of students enrolled, new programs, and degrees granted. Departments were reorganized, and undergraduate and graduate programs consolidated, revised, and improved. Faculty additions and support for instruction, however, did not keep pace with growth and inflationary costs.

Enrollment increased 73 percent, from 1,043 in 1970 to 1,804 in 1978. Degrees granted increased from 226 in 1970-71 to 370 in 1977-78.

Undergraduate and graduate degree programs added included the B.S. and M.S. in wildlife and fisheries science, and the M.S. in agricultural biology.

Several departments were reorganized, significantly improving many undergraduate and graduate programs. The former departments of agronomy and horticulture were reorganized and replaced with new departments of plant and soil science, and ornamental horticulture and landscape design. The former departments of animal husbandry-veterinary science, dairying, and poultry were consolidated into a new department of animal science. Programs in forestry and agricultural engineering have been reaccredited.



For the third consecutive year, Tennessee this year ranked first in the nation in number of 4-H Club members, with 164,217 young Tennesseans enrolled in the Agricultural Extension Service program.

College of Veterinary Medicine

Authorized by the General Assembly in March 1974, this College began instruction in September 1976, with an innovative three-year, year-round curriculum. The first class included forty students. Sixty students were selected in 1977, and the first full-size class of eighty was selected in 1978. Only Tennesseans have been admitted to date.

By this year, about 80 percent of the faculty and staff had been employed, and a research program had begun to gain momentum, aided by a three-year $300,000 Biomedical Research Development Grant.

The Veterinary Teaching Hospital was occupied in September 1978, and off-campus instruction of veterinary students in herd health and disease prevention was begun at the Middle Tennessee Experiment Station and the Ames Plantation in West Tennessee.

The Council on Education of the American Veterinary Medical Association notified the University in April that the College had been granted full accreditation. So far as can be determined, this is the first time a new veterinary school has become fully accredited only five years after being established.

As the THEC, Governor and legislature review the budget, it is critical that adequate state funds be provided for this new college. A problem is the tendency of the legislature to mandate salary increases favoring the lower faculty ranks. During the past three years, the College has lost ground when compared with other Southern veterinary schools in average salaries at all three professorial ranks, maintaining a competitive position only at the instructor level. Although present facilities appear adequate for teaching and public service programs through the 1980s, it is apparent that research facilities will have to be expanded in the future.

Agricultural Experiment Station

Throughout the decade now ending, the Agricultural Experiment Station continued seeking answers to immediate problems and trying to anticipate problems that will confront Tennesseans in future years. During the decade, approximately 2,000 publications giving research results were released, including 226 this year. The research information in these publications helped to raise gross farm income by 90.4 percent between 1969 and 1977.

Research during the 1970s produced new varieties of hybrid corn, small grain, tobacco, and soybeans. Studies related to the development of an improved classification system for feeder calves received national attention. Interdisciplinary research has been conducted on systems for producing, curing, harvesting, handling, storing, and feeding hay, resulting in substantial savings in farm labor utilization. Considerable emphasis has been placed on new ways to use solar energy to dry hay.

This year, a culture system has been developed whereby cotton can be hybridized with distant relatives of the same genus. This technique of combining cultivated cotton with wild species, some of which are resistant to various insects and diseases, offers a distinct advantage in the development of commercial varieties.

Research in the use of non-fat dry milk in vanilla ice cream has reduced the cost of ice cream and helped dispose of surplus whey.

Another research project has reduced losses to farmers due to "shipping fever" which often strikes feeder calves moved from farms to feedlots. Providing a high-energy, high-antibiotic ration prior to shipment significantly improved the animals' ability to withstand shipping stress.

Major concerns for the decade ahead are obtaining adequate funds on a continuing basis in an inflationary economy, finding qualified supporting personnel, especially for branch stations, and correcting facility deficiencies throughout the experiment station system. Funds are needed for poultry research facilities, additional offices and laboratory space, and a number of smaller facilities on branch stations.

Agricultural Extension Service

The major emphasis of the Agricultural Extension Service program is to attain the state's marketing goal of $1 billion worth of crops and livestock by 1985, based on 1970 prices. When 1970 prices received by Tennessee farmers are applied to crops and livestock sold in 1978, it is evident that progress toward this goal is on schedule.

In striving for this goal, the Extension Service has conducted educational programs to improve the production of the state's principal crops. One program has sought to restore cotton, once the state's number one cash crop, as a major enterprise in Tennessee. A series of twelve day-long meetings to discuss cotton production practices has been conducted, with about 500 cotton growers participating. Demonstrations of recommended production practices are planned for most of the counties.

During the past three years, the Institute of Agriculture has applied both research and extension efforts to try to reduce the number of work hours needed to prepare burley tobacco for market. Traditionally, more than 300 hours are required to produce and market one acre of burley. This year, 228 producers worked with AES personnel in a tobacco-baling demonstration program. By using the prescribed baling methods, growers reduced labor requirements by 46 hours.

AES personnel have sought to increase the production of tomatoes through reports in the mass media, production demonstrations, and on-farm visits. As a consequence, Tennessee tomatoes, which as recently as 1965 were not considered of major economic importance, this year had gross sales of $12 to $15 million, with 4,000 acres in production as compared to 2,400 acres in 1973.

The AES pest control program has been expanded to include soybeans and snap beans; and a pilot program with tomatoes will be started this year. These pilot programs, supported by federal funds, seek economical pest control in an environmentally sound manner. The Extension Service also is continuing its role in the development of better weed control programs in Tennessee.

This agency also provides educational leadership in various community and rural development programs, working with other state agencies and organizations. For example, the State Rural Development Committee, chaired by the dean of the Agricultural Extension Service, and twenty-one West Tennessee rural development committees have developed a coordinated program for reducing erosion, increasing farm production, and improving water quality in West Tennessee.

Taking well-balanced educational home economics programs to families continues to be an important program. Special programs have been directed in estate planning and energy conservation.

For the third consecutive year, Tennessee ranked first in the nation in number of 4-H Club members, with 164,217 young Tennesseans enrolled in the AES program. Improvements were made at the William Ridley and the Buford Ellington 4-H Training Centers, and $1,350,000 in capital improvement funds were appropriated by the 1979 legislature to improve the Clyde Austin 4-H Center. The successful completion of the *Tennessee Tomorrow* campaign will provide additional funds to improve the facilities at Milan, Columbia, Crossville, and Greeneville.

Salary improvements continue to be a matter of primary concern. AES has committed a large amount of its resources and staff time in attempting to comply with USDA civil rights requirements. A civil rights audit being conducted by the Office of Inspector General-Audit, USDA, may require AES to commit substantially more resources to this area.

Also begun is the implementation of the section of the 1977 Food and Agriculture Act which created a second Extension Service at Tennessee State University but requires one comprehensive state extension program involving both institutions. Documents required from the two universities were submitted on October 1, 1978, but many questions lie ahead concerning the relationship of the two institutions in conducting one program.

In the past decade, the Departments of Agronomy and Horticulture were reorganized and replaced with the new Departments of Plant and Soil Science, and Ornamental Horticulture and Landscape Design.



INSTITUTE FOR PUBLIC SERVICE

"In the decade ahead the University must maintain and enhance the great strength that it has already attained in its agricultural and rural development programs and, at the same time, it must expand its competency in programs serving the urban populations."

With these words in 1970, President Boling charted the University on a course to develop and maintain a full-time public service program comparable in strength and productivity, if not in size, to UT's Agricultural Extension Service.

A Decade of Progress

Developments during the ensuing nine years have upheld that commitment to excellence in non-agricultural public service programs. They include:

- Merger in 1971 of several administratively independent agencies into a new Institute for Public Service with a mandate to manage all full-time public service agencies and stimulate public service efforts on the various campuses.
- Creation in 1973 of the County Technical Assistance Service to assist officials of the state's ninety-five counties. Until the establishment of this agency, county officials were largely ignored in the technical assistance process.
- Solidification of strong, positive relationships with recipients of service and, most particularly, the Tennessee Municipal League and Tennessee County Services Association.
- Development of more effective ways to utilize faculty, staff, and students of UT campuses, as well as twenty-three other universities and colleges, in public service activities requiring the expertise of academicians.
- Recognition by the National Association of State Universities and Land-Grant Colleges in 1977 of IPS as the "most coordinated" public service program in the country.

A Year of Accomplishments

The significant strides made during the 1970s characterized the most recent year's activities. Particularly noteworthy are two new thrusts in the public service area.

First, responding to requests from both local government and industrial officials for concentrated energy-related assistance, three UT public service agencies contracted with the Tennessee Energy Authority to fill major roles in TEA's Energy Extension Service.

The Tennessee effort, part of a ten-state pilot program, was limited to Davidson, Henry and Sullivan Counties during its first phase. Specialists from the Center for Industrial Services, County Technical Assistance Service, and Municipal Technical Advisory Service conducted energy audits of industries and government facilities in the three counties.

Audits of 226 buildings identified potential annual savings to the owners of more than $2.2 million and lifetime savings of more than $32.5 million. For the taxpayer, the result is fewer tax dollars spent for energy in public buildings.

The federally-funded program has identified potential yearly savings of more than $6 for every taxpayer dollar spent and, if the lifetime figures are realized, a payback of more than $183 for every dollar spent.

Second, "Proposition 13" ideology, along with other factors, has placed pressure on local government officials to provide a high level of services with little, if any, additional dollars. To help hard-pressed chief executives, UT's Municipal Technical Advisory Service has launched a concentrated assistance program for twelve cities.

Entitled the "Tennessee Innovation Group," the three-year effort seeks to help city executives take advantage of the latest available knowledge on specific subjects. Funding is provided by the National Science Foundation, and subjects already being addressed include municipal risk management, employee productivity, and mini-computer applications. The success of the twelve cities in the project will be shared with Tennessee's other 321 incorporated municipalities.

A New Decade of Uncertainty

In the 1980s, the University's public service agencies will face renewed challenges in funding support and program direction. The early 1970s were characterized by program expansion, followed by a reduction in the mid-'70s. While the latter portion of the decade brought stabilization, additional reductions, some possibly severe, will be required soon unless state support increases.

The dual effects of stabilizing college enrollments and citizen uncertainty over the value of higher education make it increasingly important that public service programs provide relevant, meaningful assistance.

Roger Adkins, right, finance specialist with the County Technical Advisory Service, consults with Weakley County Judge Charles T. Butts.



SYSTEM-WIDE DEVELOPMENTS

The 1970s brought marked growth and progress in many areas. Enrollment on all campuses rose from 38,311 in 1970 to 50,097 in the fall of 1978. State appropriations for operations increased from $48,315,000 in 1970 to $114,474,000 in 1978-79, a gain of 137 percent. The increase for the coming year, however, lags behind the inflation rate and has necessitated a 7 percent increase in student fees and a general "belt-tightening." Following are some highlights of the decade and year now ending.

Enrollments Level Off

After steady gains throughout the decade, statewide enrollment leveled off in 1978-79. The University remains among the nation's largest, however, ranking twentieth in total enrollment last fall.

Legislative Program

The 1979-80 operating appropriations for the statewide system will be $123,900,000, an increase of $9,435,000 or 8.2 percent over 1978-79. The appropriation includes state funds for a 5 percent salary increase, with a mandate that an additional 2 percent raise come from a reduction in current expenditures and an increase in tuition and fees. A 7 percent fee increase has been authorized to meet this requirement.

The 1979 legislative session was successful in that most proposed legislation that might have adversely affected UT did not pass, and all legislation supported by UT was enacted. The Governor's proposed UT budget was enacted as submitted. The General Assembly added $2,000,000 for the UTC physical education complex, funding for longevity pay increases and to help close the gap between faculty salaries and regional averages, and preplanning for the UTK Steam Plant addition. The General Assembly and the Governor acted jointly to increase the employer's share of the cost of employee health insurance.

The operating budgets proposed by the Tennessee Higher Education Commission and the Governor, along with General Assembly appropriations, are presented in an accompanying table.

Human Resources Management

During the decade an effort was made to bring the management of human resources of the University system up to the standard of quality of fiscal resources management.

Fall quarter enrollments for 1977 and 1978 for UT's five campuses were as follows:

Campus	1977	1978
Knoxville	30,468	29,720
Center for the Health Sciences	2,729	2,764
Martin	4,957	5,090
Chattanooga	6,628	7,104
Nashville	5,685	5,419
Total	50,467	50,097

(Source: Office of Institutional Research)

Personnel offices were established at every campus and unit, and policies and procedures were written. A thirteen-grade classification and pay system was developed for clerical and supporting staff, and the Hay Associates of Philadelphia were engaged to develop a system for monitoring the salary equity of professional and administrative staff.

Programs for the training and development of management and supporting staff were formulated. The University system was selected as a "pilot" institution for a three-year program established by the Higher Education Management Institute (HEMI), and funded by the Exxon Education Foundation, to improve management systems.

An employee relations advisory system was developed, with elected representatives of non-exempt employees conferring periodically with campus chancellors and the president. UT was one of the first public organizations in the state to develop safety and health programs, and affirmative action plans were instituted by each campus.

A Department of Retirement Services, established in 1975, provides employees with services regarding retirement, benefits estimates, and preretirement counseling. Responsibility for the unfunded liability of UT retirement programs was transferred to the state in 1977-78.

A major problem of the coming decade will be competition for faculty, administrative staff, and non-exempt personnel in recruiting markets. Surveys show that UT salaries for faculty and administrative staff are below national and southeastern standards, and most non-exempt staff salaries range from 15 percent to more than 20 percent below local labor market levels.

Financial Operations

Major developments of the decade in business and finance include a financial data base consisting of a computer-assisted budgetary system, and a financial recording and reporting system. A computerized format for the state funding formula was developed and shared with THEC and the State Board of Regents. A zero-based budget format for higher

The growth of financial operations during the decade is reflected in a comparison of 1969 and 1979 figures:

	1969	1979
Level of General Current Fund Expenditures	$ 93,500,000	$325,000,000
Student Loan Funds Administered by UT	4,650,000	18,350,000
Endowment Funds	4,100,000	17,050,000
Life Income Agreement Funds	2,150,000	10,300,000
Investment in Physical Plant	208,000,000	475,000,000

education institutions comparable to that used for other state agencies was developed in cooperation with THEC and the Commissioner of Finance and Administration's office. Channels of communication among the various UT finance offices were improved by annual meetings of chief business officers and regular meetings between the Knoxville campus administration and the University treasurer's office personnel to discuss matters of mutual concern.

An increase in endowment and life income funds is indicative of public response to the University's development program and the *Tennessee Tomorrow* campaign.

Capital Outlay

In the 1960s, the University's greatest period of physical growth, more than $150 million worth of buildings were erected. During the 1970s, almost as much money (about $145 million) has been spent, but because of inflated costs, fewer buildings have been constructed. This year, the legislature approved $6,900,000 for capital outlay projects, $3,268,000 for major maintenance, and $1,000,000 for renovations to improve access for the handicapped.

Facilities Planning

Since July 1, 1978, UT has awarded construction contracts of $3,200,000, making the total value of construction projects during the past year $48,900,000. Among major projects are the $6,200,000 Fine Arts Building at Chattanooga, due for completion in June 1980; the $9,000,000 Art and Architecture Building at Knoxville, to be finished in November 1979; and the $11,250,000 College of Medicine Building at Memphis, to be completed in September 1979.

In the design phase are the $12,500,000 Sports Arena/Physical Education facility at Chattanooga; and the $19,000,000 addition to UT Memorial Hospital, an $8,700,000 addition to Neyland Stadium, the $3,300,000 Agricultural Engineering Building, and the $4,200,000 addition to Claxton Education Building, all at Knoxville.

The $2,112,000 state appropriation for major maintenance in 1978-79 financed renovation and improvement projects at UTK's Hesler Biology Building, teaching and research greenhouses at Knoxville, and the Institute of Pathology Building at Memphis.

Federal Relations

During the past year there have been a number of major areas of concern in federal relations. The Middle-Income Student Assistance Act, supported by the University and passed in October 1978, will enable a significantly larger number of UT students to receive assistance next school year. The administration continued to seek increased research funding, and considerable effort was made to insure maximum University benefits from any federal funds coming to Knoxville for Expo '82.

Major areas of regulatory concern have been interpretation of legislation affecting women's athletics and the proposed reduction in capitation grants in the health sciences.

Major challenges include maintaining adequate funds for student aid, finding support for research, and securing a reasonable alternative to capitation grants if those funds are lost.

THE UNIVERSITY OF TENNESSEE
BUDGET SUMMARY 1978-79 and 1979-80
Unrestricted Current Funds*
(1979-80 Budget Adopted at Board Meeting, June 21, 1979)

	Actual Expend. and Transfers 1978-79	Proposed Budget 1979-80
Chattanooga	$16,139,751	$17,816,375
Knoxville (including Knoxville Campus, Evening School, School of Social Work and Testing Bureau)	101,042,900	106,366,906
Martin	15,195,738	16,322,701
Nashville	7,618,219	
Space Institute	2,487,749	2,857,210
Center for the Health Sciences		
Memphis Campus		
Memorial Research Center at Knoxville		
Clinical Centers at Knoxville and Chattanooga		
Family Practice Clinics at Memphis, Jackson, Knoxville and Chattanooga	38,899,659	42,333,334
Agricultural Experiment Station	10,149,380	10,491,224
Agricultural Extension Service	11,692,968	13,088,255
Veterinary Medicine	4,181,922	4,835,366
Municipal Technical Advisory Service	827,820	912,466
County Technical Assistance Service	669,008	759,460
Statewide Programs (including Statewide Continuing Education, Institute for Public Service and University-wide Administration and Services)	5,987,433	6,555,700
Total	**$214,892,547**	**$222,338,997**

	Estimated Revenue 1979-80
Student Fees	$32,277,004
State Appropriations	119,447,000
Federal Appropriations	8,608,281
Gifts, Grants and Contracts	7,480,810
Sales of Educational Activities	7,654,184
Sales of Auxiliary Enterprises	40,774,084
Other Sources	6,097,634
	$222,338,997

*Does not include operational funds for UT Hospitals at Knoxville and Memphis, restricted funds from gifts, grants and contract research, or UT Nashville for FY 1979-80.

National Book Award

Among the many honors and awards coming to UT agencies and individuals in 1978-79 was the National Book Award in history, presented by the Association of American Publishers to Dr. Richard Beale Davis, UT Alumni Distinguished Service Professor Emeritus of American Literature, for his work, *Intellectual Life in the Colonial South, 1585-1763*, published by the University of Tennessee Press. Until this year, only sixteen university presses had published National Book Award winners in the thirty-year history of the awards. The UT Press became the seventeenth—and only the second southern—university press to achieve this distinction.

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DEVELOPMENT

The University entered the 1970s as a changing institution. It has experienced a decade of the greatest physical and enrollment growth in its history. In the 1980s the rate of enrollment growth slowed, and the University began changing its emphasis from building with bricks and mortar to building with people and programs. A major factor in the University's efforts to attain its new goal was the Development Council, which by the 1970s was generating millions of dollars each year for the institution.

As the decade wore on, however, it became increasingly evident that the $4 million to $5 million in private support being provided annually would not enable the University to meet its goals, due mainly to limited public resources and rising inflation. A dramatic step to increase private giving was needed.

Accordingly, in 1977, the Development Council accepted the challenge of raising $35 million over a three-to-five-year period through a major gifts endeavor. These funds, earmarked for "people and programs" such as student aid, faculty development, library growth, professorships, new centers, and specialized equipment, would enhance the excellence already achieved by every campus, institute, and division.

Over the past twenty-four months the *Tennessee Tomorrow* fund has exceeded expectations in many ways. At the Development Council meeting on November 17, 1978, the University announced that 71 percent of its goal, or more than $24 million, had been received in the campaign's first 15 months.

Several additional benefits have been realized from *Tennessee Tomorrow*. More than ever before, faculty and staff are being involved in the development process. The base for support for the University is being broadened as individuals, corporations, and foundations that have never before financially supported the institution are making gifts. Inroads are being made into many corporations that previously had policies of not supporting publicly assisted universities. Perhaps most important of all, the people of Tennessee are being informed as to the importance of private support for their State University.

The main objective of a campaign of this kind is to secure large gifts. Following are examples of major gifts received in 1978-79 through the *Tennessee Tomorrow* campaign:

- $250,000 from the William B. Stokely, Jr., Foundation to establish a distinguished scholars program and provide special MBA awards in the College of Business Administration at Knoxville.
- $250,000 from the Alcoa Foundation to support programs in business, engineering, and nursing at UTK.
- $1,128,000 from the estate of Frederick T. Bonham to support student aid at Knoxville.
- $1,000,000 from the late Mrs. E.P. Coleman of Sikeston, Missouri, for medical research at the Center for the Health Sciences, Memphis.
- $100,000 from the Ford Motor Company Fund for a business management development program at UT's Nashville campus.
- $99,500 from Henry Hart to establish a professorship in the UTC School of Business.
- $67,500 from James Gillespie of Nashville to establish an endowment to support a scholarship in liberal arts at Knoxville and provide a research fund for the Institute of Agriculture.

The University is fortunate to have business and professional women and men serve on the Development Council and accept leadership positions throughout the state and nation in the *Tennessee Tomorrow* campaign. To date, Development Council members have committed or directly influenced their companies to commit a total of $7.9 million for the *Tennessee Tomorrow* fund. The institution owes a tremendous debt to these women and men under the leadership of Alma Reagan, chairwoman of the Development Council; Frank Norfleet, vice chairman of the Council; John Harper and Dr. Andrew D. Holt, national co-chairmen of the *Tennessee Tomorrow* fund, and John Fisher, national vice chairman of the campaign. Gratitude also is owed to William B. Stokely, III, and William Swain, national co-chairmen of the Corporate Gifts Division of *Tennessee Tomorrow*, James Irvine, Jr., state chairman, and many others.

After 16 months, the Tennessee Tomorrow *fund total stood at almost $25 million, or 71 percent of the three-year $35 million goal. The interim total was announced in mid-November by John W. Fisher, left, national campaign vice chairman, and UT President Edward J. Boling.*



ALUMNI AFFAIRS AND ANNUAL GIVING

The decade now ending has seen alumni activities expand in dramatic fashion. The framework for today's national program was devised when the Association became a system-wide organization ten years ago. Since then, the women's activities program has been organized, international alumni tours introduced, and the nationwide aspect of the program recognized by change in title from General Alumni Association to National Alumni Association.

The National Alumni Association provides the University the leadership and direct assistance of more than 1,600 alumni workers each year. Alumni chapters operate in all ninety-five counties of Tennessee and in fifty cities outside the state. Many Tennessee counties are combined into dual or tri-county alumni chapters due to the small number of former students living in the smaller counties; but the total program of alumni activities is taken to all counties each year. In 1978-79, Alumni Leadership Conferences; Women's Activities Committee seminars; Homecoming and class reunion activities at Knoxville, Chattanooga, Martin, and Memphis; alumni tours; professional school activities; Undergraduate Alumni Councils at UTK, UTM, UTC; annual giving campaigns; and 135 alumni chapter meetings brought together approximately 23,000 alumni throughout the nation.

The Annual Giving Program has generated more than $8 million in University support during the decade, the annual amount increasing from $378,865 in 1969-70 to $1,488,846 in 1978-79, the year now ending. (The table illustrates the comparison in annual giving between 1977-78 and 1978-79.) The Annual Giving Program has exceeded the million-dollar-a-year-mark for four consecutive years, and it ranks among the top five programs at public institutions in the United States and Canada.

The Annual Giving Program gifts each year support scholarships, Outstanding Teacher Awards, Alumni Distinguished Service Professorships, library grants, visiting lectureships, and many other projects that enrich the academic offerings at all five campuses.

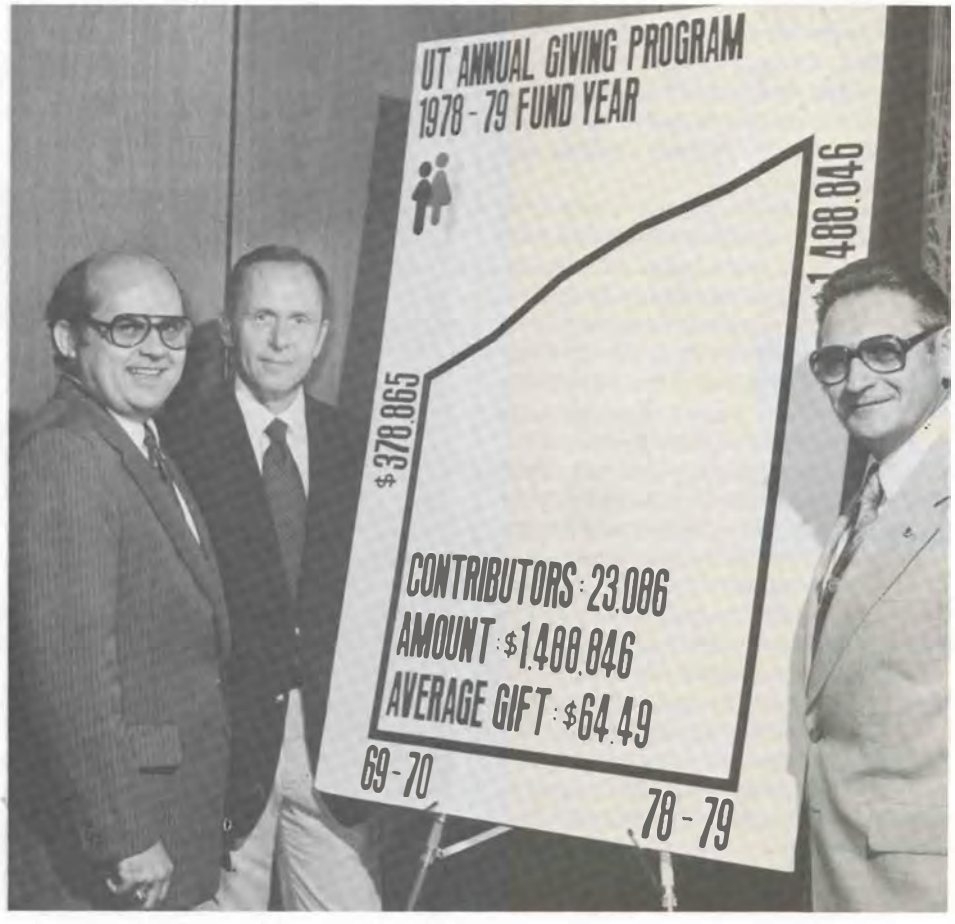
The scholarships and teacher awards supported by these gifts from alumni and friends of the University have increased notably in the decade now ending. For example, in 1969-70 the Association awarded 118 scholarships to students at the various campuses. In 1978-79, that total had grown to 318. In the past decade, nineteen new Alumni Distinguished Service Professors have been designated, representing all five primary campuses and the UT Space Institute, and 91 Outstanding Teacher Awards and 30 Alumni Public Service Awards have been made to professors at the five campuses.

The National Alumni Association is currently engaged in the alumni phase of the *Tennessee Tomorrow* campaign, which will be conducted in two parts. During April, May, and June of 1979, personal solicitation campaigns have been held among current members of the Presidents Club, University 500, and Century Club to generate gifts and pledges for *Tennessee Tomorrow* over and above what these special gift club members contribute on an annual basis.

During the 1979-80 fund year, all almuni will be contacted by direct mail, telephone, or in person and asked to make a three- to five-year pledge to the *Tennessee Tomorrow* Fund through the Annual Giving Program.

	1977-78	1978-79	NET CHANGE
Number of Contributors	22,343	23,086	743
Dollar Total	$1,389,850	$1,488,846	$98,996
Average Gift	$62.21	$64.49	$2.28

Pictured with a graph showing 1978-79 annual giving totals and the increase in annual gifts over the decade are, left to right, Dr. Joseph E. Johnson, executive vice president and vice president for development, Dr. Jack W. Lindsay, national chairman of annual giving, and President Boling.



THE CHALLENGES OF THE EIGHTIES

One hundred years ago the state legislature changed the title of this institution from East Tennessee University to the University of Tennessee and made it the official state university. At that time the institution was relatively small, consisting of the original campus at Knoxville and the medical and dental departments at Nashville. In the past century, tremendous progress has been made, and the institution has become truly statewide in its services to the people of Tennessee. What concerns us now is the kind of progress that can be made in the next ten years. There are both opportunities for continued growth in services to Tennesseans and obstacles that must be confronted and overcome. Let us look first at some of the problems that lie ahead.

As it has been for the past decade, inflation will be the foremost obstacle to progress. Whatever we undertake in the 1980s must be done with dollars that no doubt will continue to buy less each year. This fact presents a two-fold challenge to us. First, we must continue our efforts to find supplementary funds from private sources. The success of the *Tennessee Tomorrow* campaign gives us a precedent for fund-raising. We must work hard to convince individuals, business firms, and industries that higher education is vitally important to the future of our nation and that their support is urgently needed. Our second challenge is a matter of stewardship. We must tighten our belts as never before, making sure that every dollar we receive is wisely used. We must conserve our resources, especially energy. We must hold on to our human resources, making every effort to retain our best people in the faculty, administrative, and staff ranks. Our campus administrators and teachers must see that our students receive the counseling and personal attention necessary to continue in school, so that all capable of achieving a degree may do so.

Among major problems forecast for American colleges and universities in the coming decade is a declining enrollment. In this regard, I am a confirmed optimist. First of all, the Southeastern region is an area of population growth, and I believe that Tennessee's gains in the 1980s will largely compensate for the loss of college-age students due to the declining birthrate of the 1960s. Another cause of optimism is the fact that young people tend to choose a college where excellence is stressed and which confers a degree that is highly regarded by employers. I am confident that these factors will weigh in our favor insofar as enrollment is concerned in the coming decade.

Another problem facing higher education is the "Proposition 13" movement— the anti-government spending, anti-institution mood of many citizens. We must help taxpayers understand where the money goes and convince them that the "products" of the universities and colleges—our students, our research findings, our public services—are a real hope of the future.

We also must help the people of Tennessee understand that the funding of higher education in this state should be compared with that in other Southern states. We must work with appropriate state officials to secure strong state tax support for public higher education. We cannot survive as a quality institution if we remain at the lower level of funding among comparable institutions in the South. When we are unable to compete with other universities, whether in fringe benefits for professors or quality courses for students, we are in serious trouble.

We will have many opportunities in the decade ahead. One of the most fertile fields for growth is in research. Through the years the basic research done by American universities has been unequaled anywhere in the world. Private industry cannot manage all the research needed to solve many of the problems facing the nation, such as the current energy shortages and our manifold health problems.

There will be opportunities for continuing education as more working adults seek college degrees or refresher courses. More and more professionals are being required to undergo periodic recertification and relicensing, and when this requirement comes to Tennessee, as it already has to many states, there will be a demand for continuing education courses. If higher education is not ready to provide these courses, we will see the job being done by private business and professional organizations.

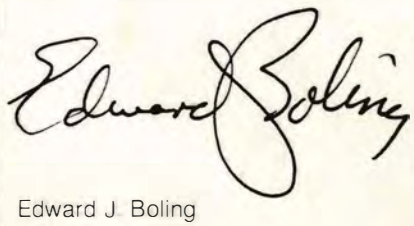
One area in which the United States enjoys primacy over the rest of the world is in agriculture. As the demand for food increases in all parts of the world, our ability to produce and to show other countries how to improve productivity becomes more and more vital. Continuing to find ways to increase the production of food and fiber, then, will be one of our greatest opportunities of the future.

In summation, the decade of the 1960s was a time of rapid growth and change. The decade now ending has been one of more orderly but slower growth, in which colleges and universities have been able to concentrate on improving quality of academic offerings and services to people. The 1980s will be a time for stricter accountability in all areas, and even retrenchment in some, as enrollments level off or actually decline. But our ever-changing society, under the sway of technological advancement, will present us many challenges and opportunities for growth and service, some of which we could not possibly foresee, given the best crystal ball available.

For past and present support we want to express our appreciation to the Tennessee Higher Education Commission, to Governor Lamar Alexander, Commissioner Lewis Donelson, Lieutenant Governor John Wilder, Speaker Ned Ray McWherter, and to members of the General Assembly. We are also indebted to the University's Development Council, which has so successfully guided the *Tennessee Tomorrow* campaign; the National Alumni Association, and the private support organizations of the five academic campuses for their continued dedication to excellence in academic offerings. We are especially indebted to the administrators, faculty, staff, and students throughout the entire University system for their day-to-day contributions to the educational process.

With the support of the thousands of volunteer alumni, the help of private donors, and an understanding state administration and legislature, we can approach the 1980s with confidence of continued success.

Respectfully submitted,



Edward J. Boling
President

1970's & 1980's



REVIEW AND PREVIEW

NOVEMBER 1979