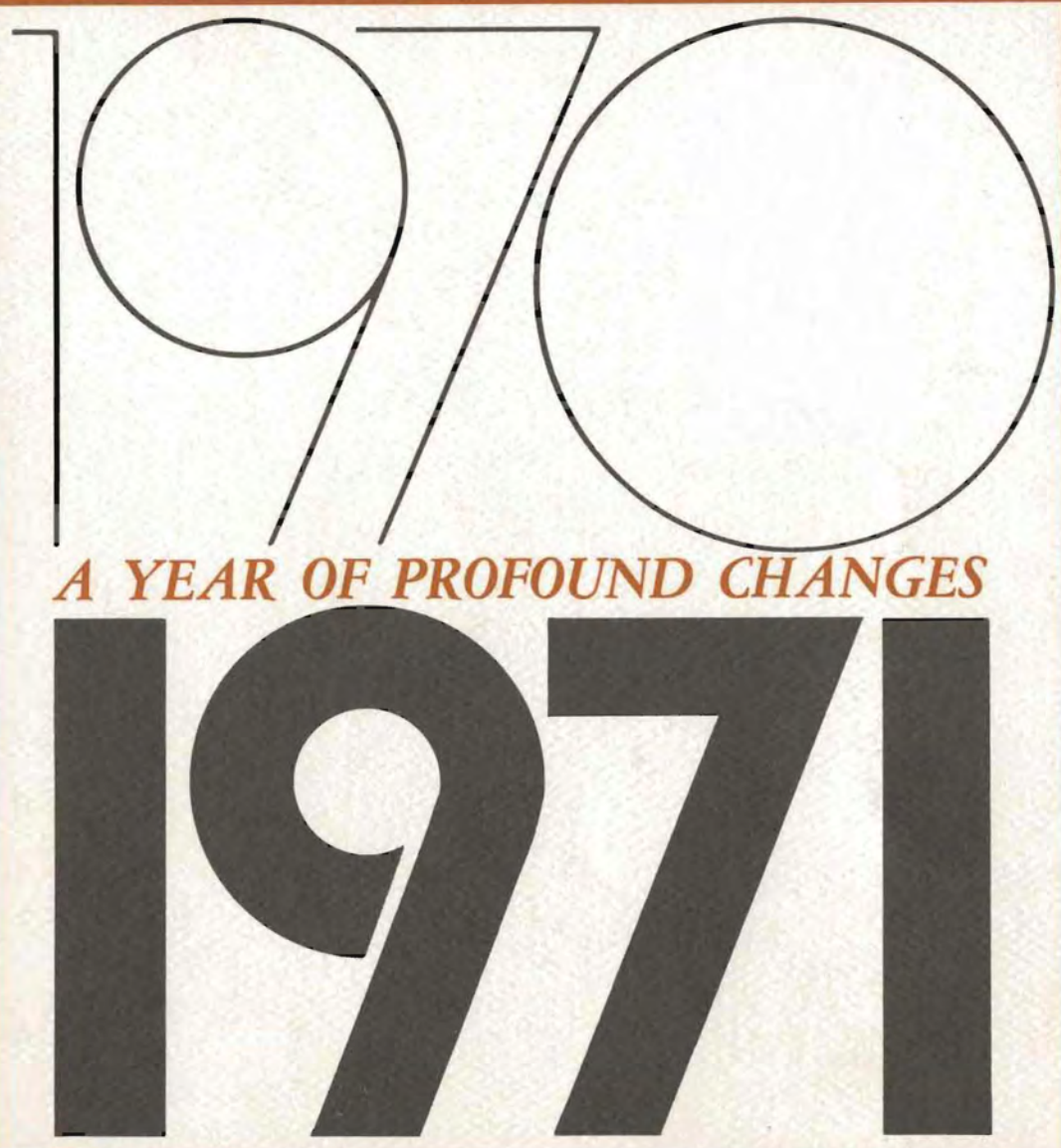




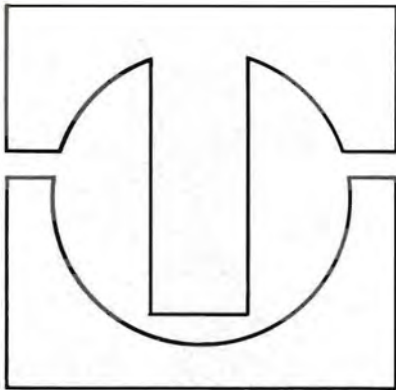
ANNUAL REPORT

OF EDWARD J. BOLING, PRESIDENT
THE UNIVERSITY OF TENNESSEE
TO THE BOARD OF TRUSTEES

JUNE 17, 1971

A YEAR OF PROFOUND CHANGES 1970-71

This year-end report highlights some of the most far-reaching changes in the recent history of The University of Tennessee.



It was a year in which, quietly but effectively, new doors of communications were opened among all groups having an interest in the University—students and prospective students and their parents, faculty and staff, administration, the Board of Trustees, alumni, and the general public.

It was a year in which the University, to a far greater extent than ever before, was required to define and justify its programs and needs, to account for the funds it expends, and to prove the efficiency of its operations.

It was a year in which the University had to restate emphatically that it would continue supporting complete academic freedom and would positively not become "politicized" by taking an official position for or against any social or economic cause, thus inhibiting a free inquiry of such causes by the members of its academic community.

It was a year in which, for the first time, a formula was developed and used by the Tennessee Higher Education Commission in computing requests for legislative appropriations to UT and other public colleges and universities on the basis of the types and levels of academic programs offered by these institutions. It was also a year in which UT launched the first capital gifts campaign in its history to raise funds from private sources for a major advancement project.

And it was a year in which UT made significant progress in all of its teaching, research and public service programs.





Dr. Edward J. Boling meets with Faculty Counselors to the President.

Several new programs to promote better communications and a greater understanding among all University groups were inaugurated during the past year, and stronger efforts were also made to reach this goal in programs already in operation. As a result, it has been a **year** of responsible and mature discussions in the consideration of changes needed in the institution's policies and procedures.

New communications programs on the statewide system level included:

- The creation of two **new** advisory organizations, the Faculty Counselors to the President and the Student Counselors to the President, both with representatives from the various UT campuses, which have met quarterly with the President and other system administrators to review current developments in the University system and to discuss any subjects that these counselors desired to bring up.

BETTER COMMUNICATIONS... GREATER UNDERSTANDING

*"...a year of responsible and
mature discussions"*

"...adding students to committees and encouraging greater participation of faculty"



- The appointment of students from all campuses as ex officio members of committees of the Board of Trustees, with all privileges except voting, which has enabled the students to acquire a better insight into the operations of UT's governing body and at the same time has offered the Board the advantages of student input.

- The scheduling of periodic "system-to-campus visits" of the President and his staff on each of the primary campuses, meeting with administrators, faculty and students to discuss matters relating to both system and campus operations.

- The publication of a new intercampus newsletter entitled *From the President's Office*, which contains reports on system-level developments—including meetings of the Board of Trustees—and which originally was circulated only to faculty and staff but upon recommendation of the Student Counselors to the President is now being distributed among students on all campuses.

These are new programs to improve communications on the system level. The chancellors and their faculties and staffs have taken similar steps on the campus level by adding students to committees and encouraging greater participation of faculty and students.

In addition to launching new channels of communications, improvements were made during the year in those that had been already in operation—through the mass news media and through publications sent to various special mailing lists. Particularly notable were the increased efforts to serve all of the television stations of Tennessee as well as the national networks with professionally produced film clips reporting major news developments on all of UT's campuses. And the mailing lists of such long-established publications as the *Torchbearer* and *The Tennessee Alumnus* magazine were enlarged—the parents of undergraduate students, for example, being added to the list receiving the *Torchbearer* newsletter.

A YEAR OF SELF-STUDY AND ACCOUNTABILITY

As predicted more than a year ago, we are entering an era when UT and other state institutions and agencies must expect more detailed scrutiny of all operations supported by public funds. It is an era of insistence upon quality, efficiency, and the justification of proposed expenditures, brought about to a large extent by the dwindling availability of additional revenues to support further increases in state services.

During the year the University participated in five different studies dealing with the mission, operations and governance of the institution. Two of these studies were initiated by the University itself, and three were organized by the State Administration and the State Legislature.

The two initiated by the University were an intensive self-study of the programs and goals of all campuses and a "management-by-objective" survey to define the duties and responsibilities of every member of the institution's faculty and staff. The self-study was part of the procedure followed every tenth year in renewing the University's accreditation by the Southern Association of Colleges and Schools. The management survey, complementing the self-study, was made to promote a clearer understanding of the work of every member of the University's personnel, aimed at improved effectiveness and a better plan of making salary adjustments on the basis of merit.

Results Have Been Rewarding

The results of both the self-study and the management survey have been rewarding. Because they involved the active participation of all members of the University's faculty and staff, working together in establishing common goals and objectives, they contributed to better communications and a higher *esprit de corps*. Accreditation teams which visited our campuses, composed of outstanding educators from all parts of the nation, expressed praise of the University's work. Likewise, the management survey has been complimented

TENURE POLICY CLARIFIED

In order to clarify the position that tenure will be granted to a faculty member only as a result of positive action and as a reward for meritorious service, the Board of Trustees has authorized the insertion of the following paragraph in the *Faculty Handbook*:

"Tenure shall be granted only through positive action. No person shall attain or be granted tenure at the time of initial appointment or thereafter except upon the approval of the appropriate department head, dean, academic vice chancellor, chancellor, the President of the University, and the Board of Trustees. Tenure, after approval by the Board of Trustees, shall become effective when confirmed in writing by the appropriate chancellor."

This paragraph is to become the first paragraph under the heading "Tenure Policy" in the *Faculty Handbook*. The remaining statement of tenure as contained in the handbook is unchanged.

"It is an era of insistence upon quality, efficiency, and the justification of proposed expenditures"

"...aimed at improved effectiveness and a better plan of making salary adjustments on the basis of merit"

by members of the teaching faculty, deans and department heads, maintenance workers, and other UT personnel who believed the survey had helped them to set objectives and standards for future performance.

One of the most significant recommendations coming from our Management-By-Objective survey will be submitted to this Board today. It has to do with strengthening the University's policies regarding academic tenure, which we support and hope to preserve in the future. Its preservation, however, will depend upon its recognition at all levels of the University's administration and governance—from the department through the Board of Trustees—as a reward for meritorious services. If taken for granted or handled in a casual manner, tenure becomes less defensible and we may lose it. Therefore, we shall ask the Board to amend our academic tenure policies by requiring positive action on the part of the appropriate University officials and this Board before tenure is granted to any employee who does not now have this status.

Three Studies By State Government

The three other studies, conducted by the State Government, were the Governor's Study on Cost Control (popularly known as the "Jarman Commission"), the Governor's Committee on the Governance of Higher Education, and the intensive budget hearings held



by the 87th General Assembly for a review and justification of state appropriations requested for the coming 1971-72 fiscal year. Of course, UT was only one of the state institutions and agencies involved in all three of these studies. The two study committees created by the Governor have not yet completed their work, but are expected to make their reports and recommendations during the next few months.

While we cannot forecast what the two Governor's Committees will recommend for UT and higher education in Tennessee, we can make a few observations. We believe that members of the Jarman Commission teams which inspected our campuses were very favorably impressed by the efficiency of the institution's operations, but we shall welcome any suggestions that they may submit to improve upon those operations. We are hopeful that the governance committee's recommendations will support the retention of our Board of Trustees in its present position as the governing body for UT.

To compile and present the information needed for all of these studies required many hours of work by UT personnel, particularly those in the UT system offices. However, we believe that this was time well spent. These studies can contribute to efficiency and quality and to a better understanding of the University's mission and needs.

"Academic freedom is violated when an administrative official becomes an advocate of any position on a political, religious, or social issue or controversy"

PRESERVING THE RIGHT OF FREE INQUIRY

On several occasions during the year, the University was urged to take an institutional position—through endorsement by the President—on current political, economic and social issues. Such pressures have occurred in the past and probably will be repeated in the future, but we have and will oppose the University's taking a stand either for or against any issue or cause except one that directly pertains to the institution's welfare.

The President has a moral obligation, for example, not to pronounce a position for or against the Vietnamese War, on an ecological controversy, or any other such issue. On the other hand, he should definitely take a stand on such matters as academic freedom and non-political governance of the University, both of which are vital to the life of the institution.

In fact, it is because of the ideal of academic freedom that the University President must refrain from endorsing a political, economic or social cause. In the long history of man there is one institution, and **only** one, which has defined and held as its mission the preservation of the right of free inquiry for teachers and students—the university. The ideal of academic freedom is paid lip service but is often carelessly defined and casually abused even by those within the academic

community. Yet it is the university's single most valuable possession and one of man's highest achievements.

Faculty, Students May Be Constrained

Academic freedom is violated when an administrative official becomes an advocate of any position on a political, religious, or social issue **or** controversy. It is almost certain that any expression of personal opinion will be interpreted as official university policy and will be considered a constraint on those students and faculty members who hold differing opinions. It is important for all of us to understand that whenever the university is "neutral," its members are free to form and express their own views. When the university joins a political, religious or social "movement," any member of the academic community who is out of step feels automatically constrained in the free expression of his own opinion. Likewise, the general public often resents the institution's taking an official position on matters in which there are differing opinions.

As President of The University of Tennessee I consider it my highest moral obligation to preserve to the best of my ability the freedom for each faculty member and each student to pursue the truth as he sees it.



Library planned for UT at Chattanooga campus.

*"It is an alternative to political
'bargaining' and 'trading' "*



The \$5 million Child Development Center at the UT Medical Units was dedicated in October.

INCREASING FINANCIAL SUPPORT TO MEET GROWING NEEDS

The financial structure of The University of Tennessee is founded upon the appropriations received from the State Legislature. These appropriations provide for basic needs, upon which the University can build quality and excellence through the additional resources of student fees, Federal funds, and gifts and grants from the private sector — corporations, foundations and individuals.

During the past year UT has followed the annual procedure of submitting its proposed programs to the Tennessee Higher Education Commission, which is charged with the responsibility of recommending appropriations for all institutions of higher education to both the Governor and the General Assembly. But this year there was a significant difference in the process established by the THEC to arrive at amounts recommended for operating expenditures at each institution.

THEC Applies New Formula

The THEC applied a new "formula" which computed the varying per-student costs of offering courses not only at the different levels of instruction (from freshman through the Ph.D.) but also in the different specialized professional fields, such as law, medicine, engineering, architecture, etc. This formula covered from 85 to 90 per cent of all operating expenditures budgeted for higher education, and the costs for research, public service and other institutional programs were added as non-formula items. While we were not in full agreement with some aspects of the formula, we believe that it is the best method yet devised in Tennessee to achieve equity in the distribution of state funds for operations and maintenance. It is an objective alternative to political "bargaining" and "trading."

The THEC was also responsible for recommending capital outlay as well as operating appropriations, and it studied the proposals for new buildings and other physical plant improvements submitted by all state colleges and universities.



The Physical Education Building (left center) and Clarence Brown Theatre (right) opened on the Knoxville campus.

THE UNIVERSITY OF TENNESSEE

1971-72 BUILDING PROGRAM

Proposed Allocation of State Appropriations and School Bond Authority Loan Funds for Capital Outlay Projects

	State Capital Outlay Appropriations	School Bond Authority Loans	Total
Knoxville			
Circle Park Student Services & Administration Building	\$ 420,000		\$ 420,000
Business Administration Building Addition	2,100,000		2,100,000
Ayres Hall Renovation	180,000		180,000
Neyland Stadium Addition		\$2,830,000	2,830,000
Sub Totals	2,700,000	2,830,000	5,530,000
Chattanooga			
Land Acquisition—Urban Renewal	423,000		423,000
Steam Plant	1,650,000		1,650,000
Classroom Building	3,000,000		3,000,000
Sub Totals	5,073,000		5,073,000
Martin			
Completion of Engineering-Physical Sciences Building	230,000		230,000
Steam Plant Addition	500,000		500,000
Education-Home Economics-Nursing Building	3,000,000		3,000,000
Student Center Addition		1,500,000	1,500,000
Married Student Apartments		1,000,000	1,000,000
Sub Totals	3,730,000	2,500,000	6,230,000
Medical Units			
Exterior Renovation of Buildings	148,000		148,000
Major Heating & Cooling Equipment Replacement	211,000		211,000
Basic Medical Sciences Building	1,500,000		1,500,000
Pathology Building Air Conditioning	120,000		120,000
Fraternity Houses		600,000	600,000
Sub Totals	1,979,000	600,000	2,579,000
Memorial Research Center and Hospital			
Emergency Room Addition		200,000	200,000
Air Conditioning		750,000	750,000
Equipment and Beds		145,000	145,000
Sub Totals		1,095,000	1,095,000
Tullahoma Projects			
	118,000		118,000
Sub Totals	118,000		118,000
TOTALS	\$13,600,000	\$7,025,000	\$20,625,000

FEES ARE INCREASED

In accordance with a recommendation of the Finance Committee, the Board of Trustees increased maintenance fees \$6 per quarter for full-time students at all UT campuses and centers, except the Medical Units in Memphis.

The new fee structure, by campus, is \$111 per quarter at Knoxville and Nashville, \$96 per quarter at Martin, and \$167 per semester at Chattanooga (an increase equivalent to \$6 per quarter). Medical Units' maintenance fees were raised a year ago.

The Board will review the Student Activities and Service Fee to see if the impact of the maintenance fee increase might be offset by a reduction of the activities fee.

The activities fee entitles students to athletic tickets and subscriptions to publications, provides for student organizations and other activities, and helps amortize costs of student centers and recreation and extracurricular facilities.

"We are concerned that the various student fees do not rise so high that they will prohibit the enrollment of in-state students from low-income families"

Based on the new formula, allowing for a continuation of present programs plus an anticipated enrollment increase of 2,100 students and the inauguration of several new programs, the THEC recommended an operating appropriation of \$63.6 million for UT during the 1971-72 school year, an increase of \$15.3 million over the present appropriation. The UT Board of Trustees concurred in this recommendation.

The THEC also recommended a capital outlay appropriation of \$25.4 million for all UT **campuses**. This provided only for the most urgently needed buildings.

The Governor and his staff used the THEC's proposals in compiling the State Administration's Budget Document covering all agencies and institutions **supported** by state funds. The Governor was responsible for recommending not only those budgetary allotments but also the sources of revenue needed to fund the total budget. For UT the Governor proposed an operating appropriation of \$58 million and a capital outlay appropriation of \$13.4 million. And he also proposed several new tax measures to cover recommended increases for all state operations, including higher education.

Operating Funds Scaled Down

The State **Legislature**, in turn, cut back on some of the Governor's proposed new taxes, and as a consequence the recommended operating appropriations for all state agencies and institutions had to be scaled downward. The concluding actions by the Legislature allotted \$55.6 million to UT for operating and \$13.6 million for capital outlay.

The operating allotment is an increase of \$7,349,000, the largest increment ever granted to UT in a single year. A substantial portion of this increase will be required to fund additional staff benefits, such as Social Security and Unemployment Compensation, to cover inflated costs, and to employ additional faculty to serve enrollment increases.

THE UNIVERSITY OF TENNESSEE

BUDGET SUMMARY, 1970-71 AND 1971-72 (Unrestricted Current Funds)

	Estimated Expenditures 1970-71	Proposed Budget 1971-72
Knoxville Units (Including Knoxville Campus, Knoxville Evening School, School of Social Work, Space Institute, Testing Bureau, Nurses' Training at the UT Hospital, and Systemwide Administration, Service and Continuing Education)	\$56,730,461	\$ 63,178,300
Medical Units (Including Medical Units at Memphis, and the pre-MD Clinical and Graduate Training at UT Memorial Research Center and Hospital at Knoxville)	11,308,603	13,887,060
Martin	8,178,802	9,420,051
Chattanooga	6,934,756	7,782,213
Nashville	1,816,057	2,371,591
Agricultural Experiment Station	4,858,336	5,388,674
Agricultural Extension Service	7,693,491	8,540,716
Joint University Center—Memphis	527,200	566,700
Municipal Technical Advisory Service	374,330	388,500
	<u>\$98,422,036*</u>	<u>\$111,523,805</u>

	Estimated Revenue 1971-72
Student Fees	\$ 20,026,068
State Appropriations, Net of Impoundment	54,272,000
Federal Appropriations	7,061,126
Gifts and Grants	2,553,582
Sales of Educational Departments	2,766,300
Sales of Auxiliary Enterprises	21,354,370
Miscellaneous Revenue and Previous Year's Balance	3,490,359
	<u>\$111,523,805*</u>

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



The Fine Arts Building at Martin was dedicated in the spring.

"...we intend to maintain the high level of quality in our programs which we have achieved in spite of the low level of state support"

In acting on appropriations for higher education, members of the Legislature strongly advocated that the Higher Education Commission should restore—to some extent—the **cutbacks** in the operating appropriation and attempt to reach the formula computations by working with the UT Board of Trustees and the State Board of Education in increasing student maintenance fees. The Board's Finance Committee has considered this proposal and has specific recommendations for modest increases.

Expedite Fee Study

If the Committee's recommendations are approved, we suggest that the Board also expedite the study of the Student Activities and Service Fee that was initiated approximately a year ago. We are concerned that the various student fees do not rise so high that they will prohibit the enrollment of in-state students from low-income families. By reducing the activities fee, we can offset increases in maintenance fees. However, this possibility differs from campus to campus within the University system, and it is essential that each campus maintain some flexibility in planning such fiscal affairs. We want the Board to study the situation thoroughly before taking final action.

Although UT did not get the funds originally requested and needed, we have been given enough to carry out our essential programs—particularly if maintenance fees are increased. We believe that the Governor and the Legislature appreciated our problems, and that they will continue giving the greatest possible consideration to our needs when the next annual budget is drafted. Meantime, we shall do the best we can with what we receive, and we intend to maintain the high level of quality in our programs which we have achieved in spite of the low level of state support in comparison with neighboring state universities.

A key to maintaining the margin of excellence in the institution's programs has been the University's success in raising funds from other sources, particularly from gifts and grants. In recent years, approximately 16



The proposed College of Business Administration expansion at Knoxville.

per cent of UT's total operating income has been derived from these sources as compared with 36 per cent from state appropriations.

First Capital Gifts Campaign

So successful have been these fund-raising efforts that the Board, upon recommendation of the UT Development Council, approved the launching last year of the first capital gifts campaign in the 176-year history of the institution. The campaign goal is to raise \$3 million from private donors to enrich the University's graduate studies in the College of Business Administration and to establish a special program for the training of management personnel to serve business and industry of Tennessee and the nation.

As we go into the final phase of the campaign, we have \$1.9 million in gifts and pledges. The response, particularly in Knoxville, has been good, and our goal is definitely in sight.

We believe that the State Administration and Legislature strongly favor the University's efforts to supplement state support with funds raised from outside sources. To assist such efforts, the current Legislature enacted a law which authorizes UT to serve as a trustee in receiving gifts and grants.

"In recent years, approximately 16 per cent of UT's total operating income has been derived from (gifts and grants) as compared with 36 per cent from state appropriations"

"... the Nashville campus will not alter its role as an evening school primarily serving employed adults"

PROGRESS IN TEACHING, RESEARCH AND PUBLIC SERVICE

In all of the three broad areas of University programs—teaching, research and public service—significant advances were made during the year.

Fall quarter enrollments of resident students reached a total of 38,413 this year, an increase of 2,926 over last year. With this increase The University of Tennessee rose to the seventeenth largest institution of higher education in the nation—the second largest in the Southeast.

On the Knoxville campus the total enrollment of both full-time and part-time students was 25,115, with a full-time equivalent of 21,395. This figure is meaningful because it shows that Knoxville is moving toward the level of 27,500 students (full-time equivalent), which we are asking the Board to establish as the maximum limit for UT's Knoxville campus.

The elevation of UT's Nashville Center to a primary degree-granting campus, the fifth in the UT system, was a highlight in the development of teaching programs for the year. By an act of the State Legislature, the Center officially became The University of Tennessee at Nashville. In its new capacity the Nashville campus will not alter its role as an evening school primarily serving employed adults, but it will have more flexibility in planning and adopting study programs which specifically meet the needs of its students. The new campus will cooperate with Tennessee State University in setting up joint programs that are mutually beneficial.

\$15 Million For Research

Research on UT campuses continued at a high level during the year, with approximately \$15 million invested in this effort—about the



The Nashville campus building was ready for use in the spring.

FALL QUARTER ENROLLMENTS OF RESIDENT STUDENTS

TOTAL UNIVERSITY

	<u>1969</u>	<u>1970</u>
Knoxville	22,365	24,138
Medical Units	1,660	1,738
Martin	4,197	4,622
Chattanooga	3,447	4,427
School of Social Work	135	212
Space Institute	262	216
Nashville Center	2,030	1,979
Memphis Center	1,198	1,099
	<u>35,294</u>	<u>38,431</u>

same as for last year. The fact that UT maintained this level is most significant in view of the heavy reductions at many other large institutions, caused by cutbacks in Federal grants.

And UT's research investment paid rich dividends in some of the findings announced during the year.

For example, a team of UT researchers developed a new test procedure which reduces from five years to one month the time required to determine the success of cancer surgery. This same team has also successfully immunized hamsters and mice against several forms of cancer—a major scientific breakthrough which could lead to cancer vaccines for humans.

Another example: In combatting the corn blight, which caused a crop loss of approximately \$10 million for Tennessee farmers alone last year, UT researchers developed several lines of corn plants with blight-resistant characteristics, the first step toward producing a blight-resistant seed corn.

*"...UT's research investment
paid rich dividends"*



UT scientists conduct laboratory research on cancer immunization.

"...studies were initiated to establish (an) organization designed to coordinate and promote the University's public services to the urban population"

In the area of public service, two developments of long-range importance occurred during the year.

The UT Institute of Agriculture, which encompasses the Agricultural Extension Service and the Agricultural Experiment Station as well as the teaching programs in the field of agriculture, was transferred from the Knoxville campus to the UT central administration, and the title of the Institute's chief administrator was changed from Vice Chancellor to Vice President. The services of the Institute have always been statewide in nature, with agricultural extension personnel located in every Tennessee county and with experimental substations in every topographic region of the state. As part of the UT system organization, the Institute is able to operate with more flexibility in serving the rural population and others in Tennessee.

Urban Services Studied

Concurrently with the transfer of the Institute of Agriculture, studies were initiated to establish a parallel organization designed to coordinate and promote the University's public services to the urban population, including governmental agencies, industrial and commercial establishments, organizations and groups working on environmental problems, and others. UT already has a number of departments and agencies doing highly effective work in one or more of these areas, and we want to expand their programs with a coordi-



A new race of Southern corn blight fungus appeared in epidemic proportions in Tennessee in 1970. Lines with blight-resistant characteristics have been developed by UT plant pathologists and agronomists.

nated organization which will help deliver the University's full resources, expertise and competencies to the urban population. The Vice President for Institutional Research has been in charge of planning the new system-level organization, and he has been conferring with a large number of UT personnel about the matter. We hope to have a detailed report and recommendations from him and his colleagues for the fall meeting of the Board.

While the success of the University's programs is a reflection of the accomplishments of the faculties, staffs and students, their work is strongly influenced by the leadership of the Chancellors and their staffs on the various campuses. In this respect, UT has been especially fortunate during the year. Chancellors Charles Weaver, Archie Dykes and William Masterson have continued to serve in a positive and decisive manner on the Knoxville, Martin and Chattanooga campuses respectively. And the two new Chancellors are performing with remarkable effectiveness, even during their first year. Chancellor Roy Nicks became head of the University's newest campus at Nashville and has guided it through the stages of a rather complete reorganization. Chancellor Joseph Johnson took over the administration of the highly complicated Medical Units, which had been without a full-time Chancellor for nearly a year, and within a matter of months Dr. Johnson has led this campus into an upsurge toward great advancement.

"...the success of the University's programs is a reflection of the accomplishments of the faculties, staffs and students"

"The future of the University looks bright to us"

"The greatest concern or danger relates to possible changes in the duties and responsibilities of the University's Board of Trustees"

IN CONCLUSION

Concluding this annual report, we express appreciation and optimism tempered with concern.

We appreciate the fine work that has been done by the faculty, staff and students on all campuses, for the sum total of their efforts constitutes the achievements of the University. We appreciate the contributions made to the University by the Board of Trustees, the Development Council—led by Mr. Robert McDowell, the Alumni Association—headed by Mr. T.O. Lashlee, and all other groups and individuals who have given of their time, talents and means to advance the institution. We appreciate the consideration that has been given to the University by the Tennessee Higher Education Commission, Governor Winfield Dunn, Commissioner Russell Hippe and other members of the Administration, members of the General Assembly, Comptroller William Snodgrass and others who helped the institution obtain increased financial support to meet its needs and demands during the coming year.

The future of the University looks bright to us. With the many new channels of communications bringing better understanding and cooperation, with the institution scoring favorably in the era of justification and accountability, and with the firm support and encouragement which we are receiving from so many sources, the University cannot fail to move ahead.

The greatest concern or danger relates to possible changes in the duties and responsibilities of the University's Board of Trustees.

As we have heretofore said, we hope that the new era of justification and accountability will not result in an over-reaction which will eliminate the flexibility that has been accorded our Board of Trustees. Too many restrictions upon the Board may tie its hands in adapting to changes and in moving ahead to meet specific problems and opportunities which may occur on a month-to-month basis. Shifts in student interests in the various courses of study, the availability of Federal grants to support academic programs, and other factors can call for immediate changes in the utilization of state appropriations.

Historically the Board of Trustees of The University of Tennessee, operating with responsibility and flexibility, has given effective leadership and direction. The high quality of programs offered by UT, in spite of the low level of state support, is a tribute to the Board in carrying out its responsibilities. So, optimism for the future of the University is tempered by the concern that any alteration of the structure of higher education should preserve the strengths built through the years by our dedicated Board. We believe that any changes suggested for the coordination and governance of all of Tennessee institutions of higher education should retain the parts of this structure that are working effectively and should alter only those parts needed to serve the institutions directly affected.

In summary, changes in The University of Tennessee during the year have been far-reaching and profound. It will continue to be the same institution but yet it will be different, in a positive and progressive sense. With better communications, understanding, and support, UT will respond to the needs and demands of the people of Tennessee and will maintain its distinguished position among the nation's State Universities and Federal Land-Grant Institutions.

"We believe that any changes . . . should retain the parts of this structure that are working effectively"

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'71

