

Advancement
Despite
Adversity



1974-75 ANNUAL REPORT OF EDWARD J. BOLING, PRESIDENT
THE UNIVERSITY OF TENNESSEE
TO THE BOARD OF TRUSTEES, JUNE 19, 1975

The University of Tennessee Record

December 1975



Members of the UT Board of Trustees, photographed on June 19, are, seated, left to right: Commissioner of Agriculture Edward Porter; O.H. Freeland (administrative assistant representing the Governor); UT President Edward J. Boling; Frank Ahlgren; Clyde York; second row: Ben Douglass; Dr. Marcus Stewart; E.S. Bevins; Paul Kinser; Harry Laughlin; Tom Elam; Wayne Fisher; third row: William Nolan; Dr. Frank Bowyer; Mrs. Ann Furrow; Leonard Raulston; Howard Westhaver; and Don Shadow. Not pictured are Gov. Ray Blanton, Commissioner of Education Sam Ingram, Robert A. McDowell, and Dr. Wayne Brown, executive director of the Tennessee Higher Education Commission.

THE BOARD OF TRUSTEES, 1974-75

His Excellency, the Governor of Tennessee, Ex-Officio

The Commissioner of Education, Ex-Officio

The Commissioner of Agriculture, Ex-Officio

The President of the University, Ex-Officio

The Executive Director of Tennessee Higher Education Commission, Ex-Officio

From Congressional Districts

First...Howard N. Westhaver, Morristown
Second...E.S. Bevins, Jr., Concord
Third...Leonard Raulston, Lookout Mountain
Fourth...William E. Miller, Cookeville
Fifth...Robert A. McDowell, Nashville
Sixth...Clyde M. York, Columbia
Seventh...Ben Douglass, Lexington
Eighth...Tom Elam, Union City
Ninth...Frank R. Ahlgren, Memphis

**From Anderson, Bedford,
Coffee, Franklin, Lincoln,
Moore, and Warren Counties**
Don O. Shadow, Winchester

From Hamilton County
Paul J. Kinser, Chattanooga

From Knox County
Ann Baker Furrow, Knoxville
Frank P. Bowyer, Knoxville

From Shelby County
Harry W. Laughlin, Memphis
Marcus J. Stewart, Memphis

From Weakley County
Wayne Fisher, Dresden

Student Member
William B. Nolan

LD
5286
.R3
v. 73
no. 6
1975

Advancement Despite Adversity

For The University of Tennessee as well as the state, nation and world, 1974-75 was one of the most unusual years in history. It began while inflation continued to eat away at the value of the dollar, assisted to no little degree by a growing energy crisis; and in the middle of the period the clamp of recession put added constrictions on world economy. Although inflation and recession do not normally team together, this was one time in history when they did.

Despite the adversities of inflation and recession, UT continued to make progress during the 1974-75 school year. Enrollments continued to rise (2,046 students or 4.7 per cent in the fall

quarter), and advancements were made in all of the institution's programs of teaching, research and public service. Especially noteworthy were improvements made in programs of the Center for the Health Sciences, and the plans made for a new College of Veterinary Medicine in the Institute of Agriculture.

To cope with inflation and recession, UT has taken strong measures of retrenchment. Although the University started the fiscal year with a state appropriation of \$83.9 million — an increase of \$12 million over the previous year — five per cent of this amount was held "on reserve" and never released

because of the sinking economy. The institution had to cut back on some types of expenditures to cover increases in vital services such as energy costs. Retrenchment measures included reducing administrative and operating costs and eliminating or consolidating some academic programs with low enrollment records. However, in all of its economy efforts, UT sought to preserve quality in the academic programs it will continue to offer.

The following pages contain reports of the chancellors of the five UT campuses and the vice presidents of statewide operations in this year of "advancement despite adversity."



Opposite: Nursing students check blood pressures of visitors to UT Knoxville's "Campus on the Mall."

Below: This is a model of the lightweight tensile material used by UT architecture students to construct earthquake-resistant buildings in quake-damaged Managua, Nicaragua.

Knoxville

The Knoxville campus made significant progress in several areas during the past year, despite the handicap of fixed operating budgets in a time of runaway inflation. In March, as economic forecasts remained gloomy, Chancellor Jack E. Reese announced a 10-point austerity program to insure stability and to protect recent qualitative improvements in various academic and service programs.

Efforts to conserve University resources resulted in significant dollar savings. Energy usage dropped 10.03 per cent from 1973-74 levels, saving approximately \$280,000. The Publications Committee reported a cutback of more than \$30,000 in campus printing and publishing costs. A Catalog Review Committee is studying ways to reduce costs of the General and Graduate Catalogs — UTK's largest single printing expenditure — and a Copier Advisory Committee is studying ways to make more efficient use of campus photocopying equipment.

Enrollment, Aid Requests Up

A record fall quarter enrollment of 28,011, up more than 1,200 students, and full-to-overflowing residence halls taxed campus physical facilities and workloads. To compound the overload, admission applications for 1975-76 were running ahead of last year, forecasting a possible increase of almost 1,400 students for fall quarter.

To honor commitments to current students, fall quarter enrollments have been restricted in two undergraduate programs which have reached the maximum load for available faculty and facilities. New admissions during an academic year will be limited to 200 in the School of Architecture and 250 in the School of Nursing. This marks the first time in the recent history of UTK that it



has been necessary to establish undergraduate enrollment limitations.

Residence halls operated at a 97 per cent occupancy rate, and 1975-76 applications exceeded the 8,000 available spaces. The reapplication rate of students currently living in residence halls is approximately 75 per cent. The Off-Campus Housing Office, which this year had requests for assistance from 1,800 students, aided in 600 off-campus rentals.

Applications for financial aid for 1975-76 were up 16 per cent. An additional \$130,000 for scholarships became available, and total financial aid funds increased by 57 per cent. A \$100,000 scholarship fund from the estate of the former United Press wire service president, Karl Bickel, more than doubled the amount of scholarship aid to students in the College of Communications. Aid to graduate students came in the form of ten scholarships of \$1,000 each from the University's alumni, the first graduate-level scholarships provided by the National Alumni Association.

Programs Examined, Expanded

UT Knoxville continued its qualitative growth in 1974-75. Under its interdisciplinary studies program, the

College of Liberal Arts is developing programs in Women's Studies and Asiatic Studies. The inclusion of Black Studies in this broad, interdisciplinary unit has given that program additional support and visibility.

The Graduate Council completed the first year of a multi-year review of all doctoral programs, which will be extremely useful in planning for qualitative upgrading of these offerings. The Undergraduate Council is also engaged in defining standards of adequate quality for undergraduate programs.

In an inter-campus cooperative endeavor, the College of Education has joined with UT Chattanooga in offering graduate courses in Hamilton County. The Departments of Philosophy and Religious Studies have become involved with the UT Center for the Health Sciences in the important field of medical ethics.

UTK life sciences departments are working closely with the Institute of Agriculture in developing the new College of Veterinary Medicine, which plans to admit its first class in the fall of 1976.

New Buildings Opened

The Stokely Center for Management Studies was occupied in May by departments of the College of Business Administration. This structure is a key in the development of new levels of excellence in business administration programs and the Tennessee Executive Development Program.

The Walters Life Sciences Building, scheduled for completion in May 1976, will provide for interdisciplinary studies and research in the life sciences and psychology. The Walters Life Sciences Building is near the Hesler Biology Building and Austin Peay Administration Building, which is being renovated for

use as part of the life sciences complex.

The new Student Health Clinic neared completion, hopefully to be open by winter quarter.

A construction contract was awarded for a School of Nursing building, which will provide a much-needed home for staff and students of one of the campus' fastest growing programs. Funding for the art and architecture building remained indefinite, and inadequate facilities continued to threaten the accreditation of the architectural program.

Research Funding Increases

UTK research and training funds jumped from about \$11 million last year to more than \$26.7 million this year, despite a general decrease in the availability of outside funds.

A \$9.4 million contract with the U.S. Office of Coal Research provided for expansion of the magnetohydrodynamic research program at the UT Space Institute. The grant, the largest in UT history, included a \$1.3 million magnet for use in a new generating plant.

UT Knoxville doctoral graduates continued to find jobs in areas for which they are trained. A survey of students who graduated in 1974 revealed that of 248 graduates, only five were unemployed. Three of those were international students, ineligible for employment in this country.

Student Programs Effective

During the year the new Student Coordinating Council made significant contributions to the academic, social and intellectual climate on campus. SCC sponsored a "Food Week" observance and established FLASH, a telephone information system for students.

Last summer, approximately 100 student "legislative ambassadors" became deeply involved in the state legislative process by visiting candidates for the General Assembly in behalf of the University; and 6,000 students signed petitions in support of funds for the art and architecture building.

Vice Chancellor, Deans Join Staff

Stanford Bohne was named to the new position of vice chancellor for business and finance on January 1. Bohne, formerly vice president for business and financial affairs at Central Washington State College, is responsible for the departments of personnel, safety and security, business services (formerly purchasing), physical plant, and finance. The duties of Vice Chancellor Luke Ebersole were expanded to include planning as well as administration. He had major responsibility for preparation of the campus' new role and scope statement and will direct its implementation.

On June 1, Dr. Charles Weaver, UT vice president for continuing education, succeeded Dr. B.H. Goethert as dean of the UT Space Institute. Dr. Carl O. Thomas joined the staff in May as dean for research, succeeding William Goodwin, now assistant commissioner of the State Department of Transportation.

UTK Enriches, Serves

Following last year's agreement with the John F. Kennedy Center for the Performing Arts, which brought *The Headhunters* to Knoxville, Anthony Quayle returned to UTK in the fall to play *Everyman* and help form the Clarence Brown Company. This professional theatre company toured a number of cities in the South as part of a consortium arrangement between UTK and regional institutions. The Clarence Brown Company will inaugurate its second season in January with a special Bicentennial appearance at the Kennedy Center.

Aside from the service the theatre provided in terms of cultural enrichment to the people of Tennessee and the Southeast, UT Knoxville faculty and students cooperated in many other public service programs.

In this period of economic difficulty, the Small Business Assistance Center, under the direction of two business administration professors, provided aid to minority and

disadvantaged businesses. The center, now in its fifth year, has assisted more than 150 small businesses and has involved more than 350 students in its service activities.

Researchers in the Department of Psychology are successfully aiding epileptics by teaching them to control seizures through biofeedback training.

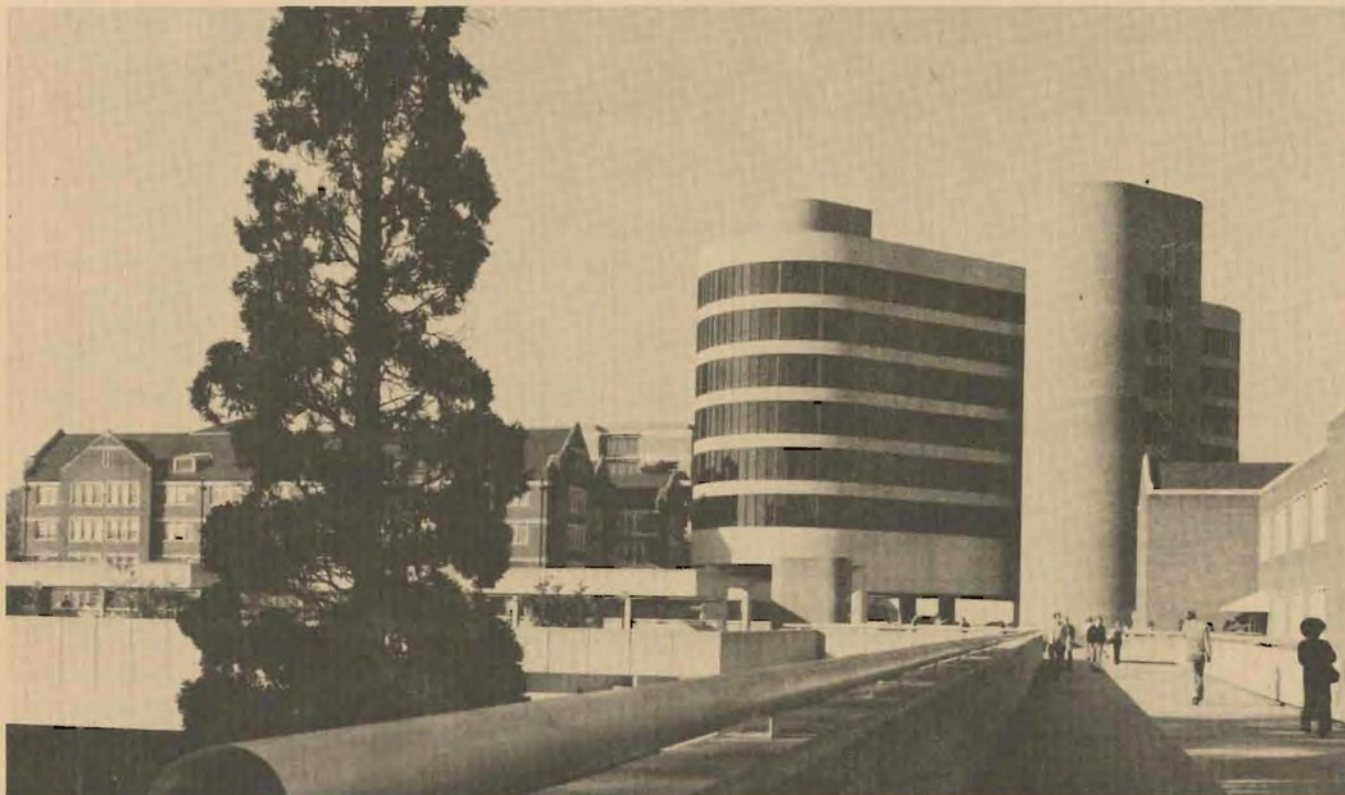
Architecture students and faculty are assisting the Nicaraguan government in restoration of its earthquake-damaged capital, Managua, by designing public buildings and facilities for an International Trade Fair. For the second consecutive year, a team of students in the Graduate School of Planning won first place in the American Institute of Planners national student competition, again defeating students from leading planning schools in the United States and Canada.

A successful venture in campus-community relations was undertaken in early March when UTK and the Chamber of Commerce co-sponsored "Campus on the Mall" at Knoxville's West Town Mall. Exhibits, mini-classes and entertainment groups from campus departments and units provided a comprehensive view of the University, its programs and contributions to the people of Tennessee.

Growth, Inflation Create Needs

Continuing growth of enrollment on the Knoxville campus has created stresses in staffing, financial aid, housing, parking, and facilities. Of critical importance is the provision of additional faculty and facilities in a number of academic programs where enrollment growth continues.

Although a number of departments report success in cost-saving efforts, overall costs continue to climb. The campus libraries need to increase collections by more than 600,000 volumes to serve an institution of the size and scope of UTK, but inflationary costs average 30 per cent annually, making it difficult to reduce this deficiency.



Top: The William B. Stokely Center for Management Studies, a \$4.2 million seven-story addition to the College of Business Administration at Knoxville, was opened for use in the spring.

Bottom: Anthony Quayle, right, eminent British actor, returned to the Knoxville campus to play Everyman, a production of the newly formed Clarence Brown Company.

Center for the Health Sciences

Despite the economic recession, the Center for the Health Sciences can look back upon a year of significant accomplishments and changes.

Dr. T. Albert Farmer Jr. became chancellor and vice president for health affairs on January 1, succeeding Dr. Edmund D. Pellegrino, who in late 1974 accepted the position of chairman of the board of the Yale-New Haven Medical Center.

Several key positions were created to implement the new administrative structure, including the appointment of a vice chancellor for administration, Dr. James R. Gay, and creation of the position of vice chancellor for the Knoxville Unit, UTCHS, filled by Dr. Albert W. Biggs.

Dr. Charles A. McCall succeeded Dr. Farmer as dean of the College of Medicine on July 1, 1975.

Progress Made in Academic Area

Overall progress was made in the various colleges and schools of the Center for the Health Sciences — all of which will, in the long run, mean better health care for our citizens.

An \$800,000 grant from the Robert Wood Johnson Foundation is underwriting a new program in primary health care training in the College of Medicine in cooperation with the Memphis and Shelby County Health Department; and a joint program was established with the Crippled Children's Hospital in orthopaedic rehabilitation engineering.

The College of Dentistry was one of 11 recipients of grants from the Robert Wood Johnson Foundation for training students in the diagnosis and care of handicapped patients. This foundation grant of \$400,000 will be spread over a four-year period.

The Department of Family Medicine, established in the College of Medicine in January 1974, was substantially expanded in staff and programs.

Funds were allocated to reinstate the previous position of director of continuing education in the College of Nursing, and a strong program is being developed. A new major field of study, physical illness nursing, was added to the graduate program.

The entire Center for the Health Sciences and the state suffered a loss in the death last January of Dr. Seldon D. Feurt, dean of the College of Pharmacy. Dr. Martin E. Hamner is acting dean while a successor is being sought.

A major step this year was the initiation of statewide service training. Clinical pharmacy units were established at Kingsport, Knoxville and Nashville to serve as continuing education centers for practicing pharmacists of Tennessee. Chattanooga was to be the site of another unit, but further expansion was curtailed by budget limitations.

Other accomplishments of the year include the establishment of an integrated core curriculum in the basic medical sciences in the College of Medicine. A curriculum review being made in the College of Community and Allied Health Professions resulted in the upgrading of certificate programs.

Capital Expansion Moves Ahead

The capital expansion program proceeded satisfactorily. The physical plant building neared completion and construction began on the General Education Building and the Winfield Dunn Dental Clinical Building. A contract for the College of Medicine Building was let in June of this year. A new building within the Medical Center area has been acquired and will be used for faculty practice activities.

Interdisciplinary Programs Develop

A number of developing programs are multi-departmental and multi-college in nature. These include the Cancer Center, the Child Development

Center, and the Neurosciences Programs. During the past year the Memphis community raised \$4.25 million to support cancer activities at both the UT Cancer Center and St. Jude Children's Hospital. Our portion of this public subscription will be used to expand and renovate the West Tennessee Cancer Clinic and the Cancer Research Center.

The National Cancer Institute designated UTCHS and a consortium of Memphis hospitals as a national health center dedicated to bringing the latest research advances rapidly to the treatment of cancer patients. A \$558,000 grant from the National Cancer Institute, covering a three-year period, supports this vital program.

Research Program Makes Gains

While many institutions have experienced heavy cutbacks in research and training program support, these projects at the Health Sciences campus have remained comparatively well-funded. Some programs were lost, but there were offsetting gains in others.

Research programs in progress include work in hypertension, sickle cell, cardiovascular disease, diabetes and metabolism, brain tumors, human behavior, arthritis, the study of ultrasonics as an aid in oral diagnosis, treatment of patients with cancer, genetic studies, and studies in pediatric neurology.

Education and training service programs include the delivery of out-of-hospital care for the handicapped, human ethics and values, drug manufacturing and development, the role of the pharmacist in psychiatric care, the training of food and drug inspectors, community nursing programs, and the evaluation of models of health services.

Contributions from the research effort which conceivably may be of importance include the discovery of the substance on the surface of streptococcal cell walls that accounts

Top: Research projects in progress include studies of sickle cell anemia.

Bottom: During the year progress was made toward fulfilling physical plant needs at UTCHS. President Boling speaks to the crowd attending the groundbreaking for the new Winfield Dunn Dental Clinical Building.

for the adherence of these organisms to the throat.

Another product of UTCHS research was the isolation of an enzyme used specifically for the breaking down of both insulin and glucogen. This enzyme may prove to be one of the major regulatory mechanisms of cellular sugar and fat metabolism to be discovered in recent years.

Another research report indicates that a viral infection is the initiating agent in a series of events leading to infant fatality in the "crib death" syndrome.

Yet another research project has yielded a new technique for stimulating gum development in cases of periodontal disease.

Knoxville Unit Expands

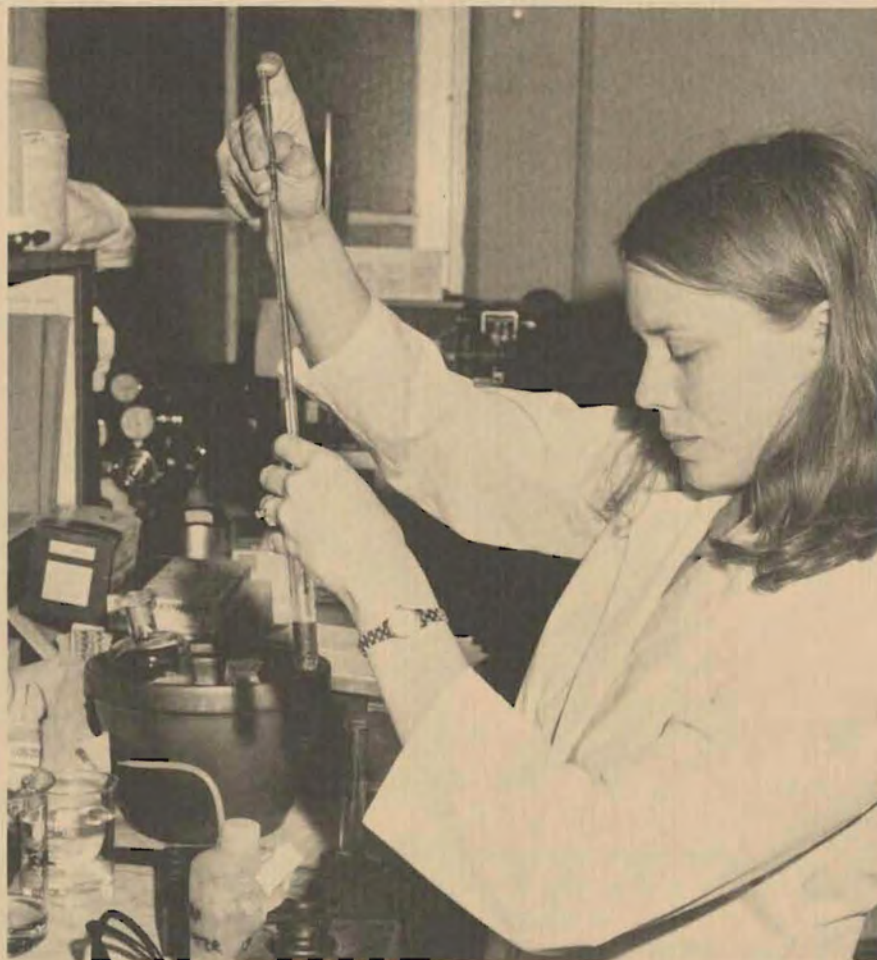
The Center for the Health Sciences, Knoxville Unit, which was brought under the administration of a vice chancellor this year, continued to experience growth in its many activities and programs.

The Memorial Research Center marked its tenth anniversary, a decade of growth, from an initial staff of five to a staff of 100, achieved mainly through the support of federal funds. This Center currently is expanding its work from the field of pure research into clinical activities in oncology, hematology, and genetics.

The UT Memorial Hospital this year began a study of facility replacement need; and the Clinical Education Center's primary expansion effort was in the area of family practice.

Financial Outlook Uncertain

Fixed-cost increases and minimal pay raises will take approximately \$2 million out of the fiscal year 1975-76 budget. When compared to an expected \$347,000 increase in state appropriation over the present fiscal year, it is obvious that cutbacks will be necessary in a number of areas.



Martin

Emphases at the Martin campus during 1974-75 were upon economy, efficiency, excellence, enrollment, extension, and evaluation.

Economy, Efficiency Emphasized

Because of a statewide impoundment of 5 per cent of higher education appropriations, UTM's appropriation for 1974-75 was only 2.2 per cent above the previous year. The national cost-of-living, meanwhile, rose about 12 per cent.

Through budget cuts to departmental operations and through student fee increases and cost-saving measures for utilities and travel, UTM, under the administration of Chancellor Larry T. McGehee, managed to balance its budget while giving salary increases averaging 8 per cent.

No full-time faculty members were terminated for financial reasons, but resignations and retirements allowed UTM to begin the year with four fewer faculty and three fewer administrators than the previous year — despite new faculty for new programs in natural resources management, communications, and an institute for Venezuelan students studying English.

To keep within budgetary limits in the face of rising electricity costs, UTM turned off every other light in hallways and parking lots; and next year, all home football games will be played on Saturday afternoons. Thermostats were lowered and windows and doors caulked to save coal after the price rose from \$16 to \$45 per ton.

Efficiency studies of custodial performance resulted in personnel savings that will allow three new buildings to be opened without hiring additional custodial staff. Similar studies are being



conducted of campus security, physical plant, and grounds crews.

Car pools of University vehicles are used and all drivers are instructed on fuel conservation. Faculty, student, and administrative retreats normally held at state parks were convened on campus to save travel, room, and board expenses.

Publications were reduced drastically to save postage and printing costs. Three telephone studies resulted in new designs for several telephone systems and more efficient and less costly use of WATS lines.

Campus morale has remained high due to the widespread involvement in these cost-saving measures and

because of a common concern of people for others.

Excellence Quest Continues

Although higher education's economic situation tends to hamper the quest for academic excellence, a large number of UTM faculty members took leave at their own expense this past year and an equally high number are doing so in 1975-76 to complete or begin work on terminal degrees.

Curricular changes this year have improved programs in all UTM departments. New admissions standards adopted two years ago are successfully identifying students with high-risk potential, and new tutoring programs and pre-admission courses for these students are also proving successful. The retention rate has improved dramatically because of better screening of applicants and better handling of risk cases after admission.

Residence hall programs are improved as a result of differentiated housing introduced last year. Grades of residence hall freshmen run considerably higher than those of freshmen living off campus, and disciplinary problems have been cut in half.

New programs in cooperative education, plus "hands on" experience in radio and computer courses, are proving successful.

Student surveys regarding classroom performance of faculty members indicate a high level of satisfaction with the teaching faculty.

Enrollments Gain for Year

Enrollments at UTM each quarter this year showed increases over the

same quarters of the previous year. Residence hall occupancy rose, as did use of food services. Enrollment increases coupled with academic retention improvements have helped UTM maintain its size of about 5,000 students.

As studies have shown that campus visits are the primary reason UTM students choose that campus, emphasis is being placed on attracting high school students and their parents to the campus for athletic events, agricultural judging events, rodeos, theatre performances, concerts, math and language contests, speech contests, and similar events. "County Nights," designated for home basketball games this year, brought capacity crowds which not only stimulated recruitment of students but inspired campus spirit and the team.

Extension Courses Increase

Not all UTM students live on campus or attend classes there. Large increases in UTM courses offered in neighboring localities have occurred in the past two years, and off-campus enrollment has almost tripled in the last four years. Courses were offered in Paris, Union City, Milan, Humboldt, Lexington, Camden, Dyersburg, and other nearby places; and a number of courses were taught in factories.

Repeated demands to offer courses to Kentuckians ten miles from the campus are not being met. Although Murray State in Kentucky waives fees for Tennesseans in three Tennessee counties near UTM, this UT campus does not yet have legislative approval to reciprocate for students from Fulton and Mayfield in Kentucky, both closer to UTM than to Murray State.

Extra Term Planned

Plans were made this year for a 1975-76 academic calendar experiment which is expected to have several positive benefits. The fall quarter will start earlier in September and end at Thanksgiving. December will be devoted to "mini-courses" for students needing to make up a course failed in the fall. At this time faculty members may want to experiment with concentrated subject teaching and field study, or test new course and teaching ideas.

Students not attending these mini-courses will have an advantage in the Christmas job market, and utilities will be conserved during a month when use is heavy.

Evaluation Usage Grows

While evaluation of teaching and administration has been a growing practice in recent years, the 1974-75 academic year saw this innovation gain significant momentum.

Every faculty member was evaluated by students and by department heads. Every department head was rated by his or her dean, and every dean by the vice chancellor. A similar method of evaluation was used with administrative staff members and directors. All vice chancellors were evaluated by the chancellor; and the vice chancellor for academic affairs was evaluated by all faculty, deans, and department heads.

Individual evaluations were shared with persons involved; and the information was used in conferences between employees and superior officers to review strengths and weaknesses and to set goals for future performance.

Chattanooga

The strength of the University's Chattanooga campus this year continues to be found in three principal sources:

*The mandate given this institution to excel in innovative approaches to undergraduate teaching and learning;

*The long tradition of the institution as a private university emphasizing liberal education, and the strength acquired from the 1969 merger with The University of Tennessee; and

*The location of UTC in the central city, convenient to the working adult population necessary for evening and continuing education programs.

Enrollment for 1974-75 exceeded 5,000 students, and significant growth was experienced in graduate programs, transfer enrollment, and the veteran population.

New Buildings Opened

Three new buildings — the library, University Center, and the Village — contributed to the general progress of this campus. The \$5.4 million library observed its first year of operation with a noticeable increase in use and collection development; and the \$3.6 million University Center, dedicated in September, has become the hub of student, faculty, and community social and cultural life.

The \$3 million Village, a single student housing complex opened this summer, is a townhouse residential complex of 104 units, housing 416 students.

Nearing completion is a General Purpose Laboratory and Classroom Building being erected at a cost of \$3.4 million. It will house the UTC departments of biology, psychology, political science, and military science.



New Degrees Offered

Despite inadequate funding, UTC initiated three new degree programs this year: environmental studies, applied mathematics, and criminal justice. All three programs have attracted students in larger numbers than anticipated. Two of these programs require additional support in library and equipment, so the lack of adequate funding is particularly deleterious to the quality programs to which UTC is committed.

Continuing Education Expanded

A concerted effort was made to expand continuing education opportunities. More than 4,000 community residents took part in non-credit courses and seminars, a gain of 300 percent over the previous year. Off-campus graduate and undergraduate centers have been developed at Jasper and Cleveland, and evening and Saturday college class enrollments have increased substantially. Sixteen Bachelor's and three Master's degrees are available through evening study. A number of educational public service television programs have been developed jointly with station WTCL.

Areas of Concern

Although UTC is making a sincere effort to expand its public service role, the current budgetary situation, which compounds faculty teaching loads and leaves less time for other activities, prohibits significant growth.

While strenuous efforts have produced an internal shift of resources to the greatest areas of student enrollment pressure, accreditation in business administration will be long deferred if the present budgetary situation continues. Given the shortage of funds for equipment, accreditation of the chemistry program may be imperiled; and failure to fund the fine arts complex will continue to impair the degree programs offered by the three departments to be housed in that facility.

In accordance with Tennessee Higher Education Commission recommendations, one major program, German, was terminated this year; and two others — in the fields of music and philosophy and religion — were consolidated.

Development Programs Raise Funds

A definite advantage enjoyed by UTC is the University of Chattanooga Foundation, a continuing endowment which supports programs such as faculty research grants, sabbaticals, special internship programs for students, the interdisciplinary honors program, and many scholarship funds. During 1974-75 the UC Foundation provided \$450,686 to these programs of academic enrichment and faculty incentive and to initiate new programs.

Top: The Village, a \$3 million single student housing complex, was opened this summer.

Bottom: The \$3.6 million University Center at UTC was dedicated in September.

During the year progress was made in developing the support of alumni and the general business community. Some 200 volunteers from the Chattanooga community took part in two major fund-raising activities. Athletic fund-raising resulted in gifts of \$193,000 to help bring all UTC varsity sports to a competitive national level. A restructured Annual Development Fund created a list of 20 academic projects worthy of support, and gifts amounted to more than \$75,000. Total private gifts for the year will exceed \$450,000.

A roundtable of business leaders was created to provide a communications link between UTC and the entire Chattanooga business community. The organization of a Women's Civic Council brought 25 women's clubs into monthly contact with the University's programs, resources, and services.

Alumni activities were intensified, and a series of informal meetings of alumni with UTC Chancellor James E. Drinnon Jr. was instituted. Student involvement in alumni affairs and University development has been strengthened by the creation of an Undergraduate Alumni Council consisting of 30 students working in all aspects of the University's program of alumni, development, and community relations.

A highlight of the year was UTC Appreciation Week, hosted by the Greater Chattanooga Area Chamber of Commerce in October. Through luncheon programs, exhibits, and media programs, the theme "Growing Together" was developed, stressing UTC's role as a vital part of the growing Chattanooga community.



Below: The first graduation ceremony of the Emergency Medical Technician program at UT Nashville, sponsored by the divisions of Public Service, Nursing and Critical Care.

Nashville

Enrollment figures for The University of Tennessee at Nashville this year provide convincing evidence that the campus is successfully fulfilling its expressed mission: to offer quality higher education opportunities to working adults of the Nashville area.

Of the 4,731 students enrolled in credit courses during the winter quarter, only 709, or less than 15 per cent, were under the age of 21. Nearly 80 per cent were between the ages of 21 and 40. The average age of all students for the quarter was 28; and 73 freshmen were 41 years old or older.

Facilities Heavily Used

While UTN's mid-town physical facilities are used for academic credit courses in the evening, they are not idle in the daytime. They are used heavily — generally to capacity — by individuals attending continuing education and public service activities such as specialized training courses for government employees, conferences, short courses, and other activities for business and governmental groups. This year UTN's Division of Public Service Activities sponsored or coordinated more than 325 special seminars, workshops, institutes, and non-credit courses for more than 20,000 government, business, and industrial personnel.

With both day and evening occupation of the facility, it is the most completely utilized educational building in the state of Tennessee.



Progress In Court Suit

For some years, UTN has been involved in a Federal Court suit based on integration. At issue is the question: does the presence of UTN in the same city with Tennessee State University foster segregation in public higher education in Nashville?

The position reaffirmed this year by the UT Board of Trustees and endorsed by the State Board of Regents, which governs TSU, is that UTN and TSU are justified as separate institutions operating in Nashville because of the great differences in their role and scope.

The plan, supported by both governing boards and the Tennessee Higher Education Commission and submitted to the court, proposes that TSU will continue to operate as a traditional daytime college primarily serving students enrolled on a full-time basis, and UTN will continue as an

evening school primarily serving working adults enrolled on a part-time basis.

This spring, the two institutions established joint committees to seek, through cooperative efforts, the elimination of unnecessary duplication and an increase in "other race" representation at each institution. The UTN administration is hopeful that there will be an early resolution to the suit; and it believes that the remarkable progress made by UTN, despite this situation, is impressive testimony of the need for the campus and its support in the community.

Enrollment Growth Continues

Within its role and scope, UTN continued to grow rapidly in meeting the needs of working adults. Enrollment totaled 7,300, including students in both credit and non-credit programs. This figure is three times the enrollment three years ago. A total of 241 students received undergraduate and graduate degrees in the spring.

Academic Programs Launched

A full, four-year baccalaureate degree program in nursing will begin this fall. The Master of Business Administration program, with 235 students in 1973-74, had an increase to 372 students this year. UTN's library has a collection approaching 100,000 volumes, double that of just three years ago.

To meet area needs, this campus has joined other colleges and communities to offer courses where a demand emerges. Among such activities are the establishment of courses in the Columbia, Gallatin, and Dickson areas; evening adult education classes at Nashville high schools; and the continuation of the Eagle University consortium at Fort Campbell, Ky., which offers courses to personnel and dependents at the military base on the Tennessee-Kentucky border.

A major extension of educational programs has been the creation of the

"College Within the Walls" for inmates at the State Penitentiary. An Associate of Arts degree for this program was approved by the Tennessee Higher Education Commission, and the first degrees were awarded this spring.

New Leadership for Campus

Charles E. Smith, who had been executive assistant to the president, became acting chancellor of UTN on March 1, replacing Dr. Roy Nicks, who resigned to become chancellor of the State University and Community College System.

Mrs. Martha Olsen, UTN director of development and alumni affairs, became executive assistant to the chancellor, succeeding Herman Yeatman, who was appointed state commissioner of corrections by Gov. Ray Blanton.

Another recent administrative change saw Dr. Eugene Upshaw give up his duties as vice chancellor for academic affairs to return to teaching. Dr. Upshaw has been succeeded by Dr. John M. Mallette, an outstanding teacher, researcher, and academic administrator.



Division of Continuing Education

The statewide Division of Continuing Education, under Dr. Charles H. Weaver, vice president for continuing education, during 1974-75 emphasized services, resources, and personnel provided to the five University of Tennessee campuses. This direct assistance to campus academic programs, the most important involvement that the Division can have, complemented a number of activities relating to the total University and to adults in the state.

Significant progress has been made in the ability of the Division to respond to individual campus needs. There were no reductions in personnel or services due to lack of funds, and in the face of possible status quo budgets for 1975-76, the Division is determined to continue all essential services.

Continuing education services from the Division to each campus have been too numerous to allow a complete listing, but the following examples of support will illustrate the point.

UT at Chattanooga

The Division allocated \$4,612 from a federal grant to promote cooperative education at UTC, and financed a recruiting flyer for the Individualized Education Program. Two grants were prepared by the vice president's office for UTC; one for support of the IEP which was not funded, and one for support of a satellite radio station which is still pending.

The Division paid a faculty fee and provided television tapes to have two courses in Spanish videotaped for use in 1975-76. The Center for Extended Learning offered eight credit and ten non-credit courses from UTC in the Independent Study program.

UT, Knoxville

The statewide Division operated the extensive television closed-circuit teaching project, funded by UTK, but administered by the Department of Television Services. There were 29 courses with 21,225 enrollments taught by closed-circuit, and 68 courses taught throughout the state by electrowriter and television tape.

The Division operated WUOT-FM for 18 hours a day, seven days a week, for the entire year in the Knoxville area. The Knoxville campus faculty used 3,195 films, 3,594 color slides, and 925 transparencies for teaching purposes from the Division's Teaching Materials and Film Center. The Head Start training programs developed four UTK courses to extend to Head Start personnel, resulting in 274 credit enrollments.

UT at Martin

The Division provided \$4,612 of cooperative education funds to Martin and allocated another \$2,000 to continuing education activities. A total of 61 credit and ten non-credit courses were offered in the Center for Extended Learning from UTM. The radio staff consulted four times with UTM officials on a new radio station development, and Martin faculty members used 298 films in classes.

Center for the Health Sciences

The vice president for continuing education provided a private office and secretarial space for the Knoxville Area Unit of the College of Pharmacy at no charge; and the associate vice president conducted a survey of continuing education opportunities for nurses for the College of Nursing.

WUOT-FM, operated by the

Division, provided extensive time and production facilities on a sub-carrier for the Knoxville Area Health Education Center. Fourteen East Tennessee hospitals were equipped by the station to receive programs on medical and nursing continuing education.

UT at Nashville

The Division's Department of Television Services consulted three times with UTN personnel on equipment for television and loaned the unit 31 tapes and 18 pieces of related equipment. A total of 150 films were used by UTN faculty in classes, and the UTN library was provided reference material by the Division's Department of Library Services.

The Head Start program paid enrollment fees for 36 Head Start employees in Middle Tennessee to attend classes at UTN.

Other Services Listed

Finally, the Division distributed 1,400 items from the library to citizens of the state and loaned over 400 drama scripts to high school and college teachers.

Some 3,500 educational films were rented to public schools, churches, and other universities.

Radio Services broadcast some 22,000 radio programs on 160 commercial stations in the state, thus serving every community with University information.

Head Start provided over 15,000 training contacts to programs throughout the state.

These activities are not closely aligned to individual campuses, but rather represent the Division of Continuing Education programming on the University-wide level.

Institute of Agriculture

With a common goal of improving and enlarging the capabilities of farmers of both the state and nation to provide needed food and fiber commodities, the divisions of the Institute of Agriculture moved ahead this year despite economic limitations. The Agricultural Experiment Station continued to emphasize the building of a research base for farm production, and the Agricultural Extension Service continued its mission of taking knowledge to the farmer.

Plans Made for Veterinary College

Significant progress was made in the academic area, with the groundwork being laid for the opening of the new College of Veterinary Medicine in the fall of 1976. Development of this college began in July 1974 with the appointment of Dr. Willis W. Armistead as dean. Heads of the college's four departments were appointed, student admission requirements were established, and the first year of the professional curriculum was outlined. By year's end, architects had finished schematic drawings for the veterinary teaching hospital and were moving toward final plans.

The adopted timetable will permit the college, if adequately funded, to graduate the first class in June 1979 and achieve full staffing and enrollment by 1981-82.

The number of Tennessee residents who qualify for the state's regional veterinary medical programs continues to increase. A total of 114 applicants was certified for these programs this year, about 14 per cent more than last year.

Agriculture College Makes Progress

The College of Agriculture last fall recorded the largest numerical increase



Radioactive phosphorus is used to trace the movement of yellow poplar pollen in a grafted seed orchard — one of the many experimental projects of the Agricultural Experiment Station.

in students in recent years, with 1,414 enrolling for courses. The overall increase in enrollment this year is about 25 per cent above that of last year; and new students already admitted for summer and fall exceed last year's number by 50 per cent.

Major changes in the forestry degree program become effective this fall, with hours required for a degree being reduced from 213 to 198. This program is being evaluated by the accrediting committee of the Society of American Foresters, and a ten-year reaccreditation is expected.

The large enrollment in the College of Agriculture comes when resources cannot keep pace with rising costs. Based on University workload standards, the college was short more than nine teaching positions last fall quarter; and the student-faculty ratio is expected to exceed 40-to-one this fall.

More funds are desperately needed to staff the college adequately

and to provide minimum instructional support.

Agricultural Experiment Station

A staff of 108 full-time scientists in the Agricultural Experiment Station worked on 184 projects during the year, and 219 publications based on their research findings were prepared.

Research in dairy cattle breeding and nutrition continued to increase productivity per cow; and the Dairy Experiment Station ranked first in the United States in milk production per cow in Jersey herds of 100 to 199 cows.

A number of research projects have been oriented toward energy conservation problems. For example, research on minimum tillage practices may lead to the use of less fuel for crop production, and continuing work on fertilization practices should bring about better use of these chemicals.

This year a new mechanical sizer-grader was developed for sorting fruits and vegetables. It was used successfully with apples and green peppers, and with considerably less bruise damage than experienced with other sizer-graders.

An anaerobic dairy lagoon and holding pond system was placed into operation at the West Tennessee Experiment Station as part of a research project to control pollution of groundwater.

Experimentation in forest genetics is continuing in an effort to improve the size and quality of commercial trees; and Experiment Station studies of sulfur-containing amino acids have contributed to the improvement of the quality of soybean protein for human nutrition through the addition of inorganic sulfate.

Agricultural Extension Service

Through services to the Tennessee farm population, the Agricultural Extension Service is continuing to pursue the goal of one billion dollars in farm marketings in Tennessee by 1985. To achieve this objective, an increase in production volume of about three per cent annually from 1970 to 1985 is required.

Comparisons of production rates of livestock and crops for 1970-74 with the preceding five-year period, 1965-69, show that progress is being made toward the billion-dollar goal.

The Institute of Agriculture has initiated an intensified research and education program aimed at increasing the yield of soybeans per acre, which must rise 67 per cent above the 1970 level if the billion-dollar goal is to be reached in 1985. It is believed that this increase can be attained by a modest increase in acreage and a 40 per cent increase in yield. A generous three-year grant is supporting the educational effort to increase soybean production.

An intensified two-year forage testing program has been conducted for dairy and beef farmers feeding silage. Special emphasis has been placed on the contributions which such testing can make toward the 1985 goal of 11,000 pounds of milk production per cow. This program has brought a doubling of the number of samples tested annually by farmers.

A new responsibility assigned the Agricultural Extension Service is to provide educational programs to commercial pest control operators, farmers, and others who must be certified by Oct. 21, 1976, in order to comply with new federal legislation regulating the application of "restricted use" pesticides. This new responsibility will require a considerable amount of staff time, as a large number of farmers will need to be certified.

A total of 1,267,841 educational contacts were made by Extension home economists in FY 1974-75 in conducting educational programs in home economics. The research-based

educational programs in family resource management, child development and family relations, clothing, interior design and housing, foods and nutrition, and related arts and crafts were designed to improve the quality of family living in homes and communities in all 95 counties. In December 1974, 14,056 Tennessee families were enrolled in the expanded nutrition program, and participation in expanded nutrition youth programs during the year reached an all-time high of 173,553.

Tennessee ranks second nationally in the number of farm youth enrolled in 4-H work. Vital to the continued growth of 4-H work is the Clyde Austin 4-H Training Center, which has so deteriorated that it is impossible to maintain adequate dormitory, sanitary and kitchen facilities for youth and other groups. This Center is used for educational purposes by 4-H youth from low-income families as well as agricultural and home economics groups from 21 East Tennessee counties. Significant capital improvements are urgently needed.

Cooperative Service Ventures

The Agricultural Extension Service and the Institute for Public Service continue to strengthen their working relationship. An example of

teamwork, utilization of UT resources, and involvement of students in a practical learning situation is the joint development of plans for the Roane County Park and Environmental Center. The extension leader, Resource Development Section, and other specialists from forestry, horticulture, soils, and wildlife worked with Roane State Community College on this project. Assisting in planning the project were the Technical Assistance Center of the Institute for Public Service and the Graduate School of Planning at Knoxville.

In carrying out its responsibility to implement Title V provisions of the Rural Development Act of 1972, the University is conducting a three-year pilot project in Clay-Overton-Pickett and Claiborne-Hancock Counties, involving citizens and agencies in a cooperative effort of total rural development.

Some Areas of Concern

Of primary concern is the lack of sufficient state funding to support present programs and to provide the expansion needed to reach established goals. Because of inflation and continued low state appropriations, it has been necessary to curtail programs by a reduction in personnel and in the support provided faculty and staff.



Special field days at Agricultural Experiment Stations, such as this one at the Greeneville Tobacco Station, give farmers latest information on crop improvement.

Institute for Public Service

During 1974-75 the Institute for Public Service continued to develop its role as the University's focal point for extending the resources of the University to meet the public service needs of business and governmental officials in the state.

Service levels were maintained and, in many instances, increased despite the effects of double-digit inflation which began to undermine the Institute's ability to improve its assistance programs and to provide new services requested by client groups.

The leadership of the Institute changed this year as Dr. Roy Nicks resigned the position of vice president for urban and public affairs, and Charles E. Smith, former executive assistant to the president, was named his successor.

Service for Local Governments

For more than 25 years, officials of Tennessee's 326 cities have looked to the Municipal Technical Advisory Service for assistance in areas such as general governmental matters, finance and accounting, public works, and law.

In less than two years, officials of the state's 95 counties have come to recognize the County Technical Assistance Service as the premier agency which can provide their needed services.

Two strong forces at play during the 1970s are having a dramatic impact upon Tennessee's cities and counties and, consequently, upon the programs of these two IPS units.

On the one hand, citizens are requesting and expecting expanded governmental services. On the other hand, the federal government is returning some decision-making responsibilities to the local level through revenue sharing and other means.

Because of UT's recognized leadership role in helping local governments, city and county officials are looking to the University to help them cope with these new responsibilities.

Indicative of the continuing need for CTAS and MTAS is the number of projects handled. During the first ten months of the current year, each unit responded to more than 2,000 requests for information and other services, ranging from general governmental matters to specialized areas such as computerized accounting systems and the implementation of complex federal regulations.

Also affected by the new demands upon cities and counties is a third Institute unit, the Center for Government Training. Local governments are recognizing the need for additional training and career development courses for their employees and are asking the University for specific courses. During the first ten months of this fiscal year, CGT provided 520 programs for more than 13,600 persons.

Service for Business and Industry

Managers of business and industry in Tennessee are experiencing problems similar to those of cities and counties. Recent federal regulations covering working conditions, coupled with declining economic conditions, are reflected in an increase in the services requested from the Institute's Center for Industrial Services.

The number of projects completed by this unit has more than doubled since the Institute was created four years ago. More than 491 requests for assistance were completed during the first nine months of this fiscal year,

compared with 216 during 1971-72, the year the Institute was created.

Increasingly, the Center is finding more sophisticated problems which require the expertise of faculty of UT campuses, as well as those of other universities. For example, engineering professors worked on 68 CIS projects during the 1974-75 fiscal year. Projects are referred to private firms when they can provide the help needed.

Service in the Future

Local government and business officials in Tennessee have come to expect — and to respect and support — the public service programs provided by the University. They regard UT as an apolitical organization — one which will help rather than tax or regulate them.

Society is now changing so rapidly that the ability of the Institute units, faculty, and staff to respond to new needs of business and governmental officials is more important than ever before.

But the future is in question. During the past two years, the consumer price index has increased more than 20 per cent. At the same time, the state general fund appropriations for all public service units except CTAS and MTAS increased only about 5.7 per cent.

A continuation of such limited increases in state support will impair the ability of the Institute to respond to the needs of business and local governments despite the stringent economy efforts inaugurated in 1974-75.

The University is recognized not only as the Tennessee leader, but also as one of the national leaders in providing public services. Its ability to maintain and improve the level of services depends more than ever on adequate financial resources.



Children enjoy a playground developed at Murfreesboro by community volunteers using low-cost or discarded materials—a project co-sponsored by Middle Tennessee State University, the City of Murfreesboro, and UT's Center for Government Training, an agency of the Institute for Public Service.

System-Wide Developments

Enrollments Continue to Rise

Although there is a popular belief that all colleges and universities are experiencing declining enrollments, the reverse has been true for The University of Tennessee. UT has constantly shown a substantial annual increase, and this trend is expected to continue for the next several years at least.

The accompanying table shows that the headcount enrollment on all campuses increased 2,046, or 4.7 per cent, in the fall of 1974 over the fall of 1973. With a grand total of 45,440 students last fall, UT was the 18th largest institution among the nation's 2,000 colleges and universities.

Economic Impact on Legislature

As would be expected, the combination of inflation and recession had multiple negative effects on the actions of the 1975 General Assembly. On the one hand, inflation caused a need for more tax dollars in all areas of state government, including higher education, simply to provide the same services. On the other hand, the recession, with its impact on employment and the economy, was causing a slowdown in the growth of revenue collections from existing tax sources. These economic conditions, budget requirements, and possible changes in taxes occupied a considerable amount of the General Assembly's time.

Of primary importance among the considerations and actions affecting The University of Tennessee were the operating budgets proposed by the Tennessee Higher Education Commission and the Governor, which are shown in the accompanying table,

along with the appropriations made by the General Assembly.

The Governor's budget recommendations to the General Assembly included only a few capital outlay projects for the state and only one major project for higher education. He recommended a \$16.6 million outlay to provide facilities for UT's new College of Veterinary Medicine at Knoxville, which was created by a special act of the 1974 General Assembly.

UT submitted a list of other capital outlay needs on all campuses costing a total of \$35 million. (Table, page 20.)

Aside from the appropriation bills, the General Assembly acted on several matters touching upon other areas of the University's program.

A UT-proposed amendment to the 1974 American history act, based on faculty actions on the requirement for students taking American history, was passed. This amendment removes the legislative mandate that graduates of state universities complete one year of American history in college except in cases of graduates who have not completed a year of American history in

high school.

The legislature passed an act to allow UT personnel in the Tennessee Consolidated Retirement System to count accumulated sick leave toward creditable service for retirement. This law gives UT personnel the same status as all other state employees.

An act was passed allowing UT and state employees to transfer to and from the UT and state retirement systems without loss of retirement benefits.

A bill to allow reciprocal waiver of out-of-state tuition for Tennessee students and for students living out-of-state but within 50 miles of a Tennessee institution was introduced but was not passed because of the possible loss of tuition payments in a short-money year. This bill lies over and will be considered by the 1976 General Assembly.

Needed legislation to regulate private fund-raising by non-profit groups was passed, but it was amended to exempt colleges and universities because these institutions raise private funds with their own staff members and volunteers.

Fall quarter enrollments for 1973 and 1974 for all five UT campuses were as follows:

Campus	1973	1974
Knoxville	26,766	28,011
Center for the Health Sciences	2,026	2,419
Chattanooga	4,980	5,034
Martin	4,884	4,978
Nashville	4,738	4,998
Total	43,394	45,440
(Source: Office of Institutional Research)		

Campus Planning Activities

Planning for the orderly expansion of campuses continued on most fronts this year.

The Chattanooga campus underwent a major "facelifting" with completion of the Urban Renewal Project and the purchase of two neighborhoods of substandard houses to provide land for future expansion.

Major construction projects at Knoxville include the Walters Life Sciences Building and Stokely Center for Management Studies.

At Martin, substantial progress was made in constructing an outdoor physical education and recreation area.

Sites were acquired from the Memphis Housing Authority for the College of Medicine building and the Dunn Dental Clinical Building and adjacent parking. A new medical office building was purchased for \$4.4 million to house the Family Medicine Practice Corporation.

The University campus planner has been helping prepare a comprehensive development plan for the UT Space Institute at Tullahoma.

PRIORITY CAPITAL OUTLAY NEEDS (UNFUNDED)

UT Knoxville

Art and Architecture Building	\$9,000,000
Glocker Business Administration Building renovation	500,000
Steam and electric services of Life Sciences Building	300,000

UT Chattanooga

Fine Arts Building	5,000,000
Campus improvements and lighting	200,000
Exterior cleaning and waterproofing of three existing buildings	180,000

UT Martin

Land acquisition and campus improvements	680,000
Hall-Moody Administration Building renovation	1,750,000

UT Center for the Health Sciences

College of Medicine Building	4,500,000
Central energy facility and distribution lines	1,650,000
Renovation of an existing building	400,000
Outdoor recreation facilities	150,000
Campus improvements	100,000

UT Nashville

Academic building	10,565,000
Authorization to build garage portion of building using self-financing revenue bonds	635,000

STATE OPERATING APPROPRIATIONS	Appropriated 1974-1975 (In \$1,000s)	Recommended By THEC 1975-1976 (In \$1,000s)	In Governor's Budget Document 1975-1976 (In \$1,000s)	Appropriated By Legislature 1975-1976 (In \$1,000s)
A. Formula Units				
Chattanooga Campus	\$ 5,547	\$ 6,857	\$ 5,679	\$ 5,679
Knoxville Division	40,228	46,846	40,871	40,871
Martin Campus	6,430	7,913	6,579	6,579
Nashville Campus	3,755	5,025	3,885	3,885
Sub-Total	\$55,960	\$66,641	\$57,014	\$57,014
B. Non-Formula Units				
Agricultural Experiment Station	\$ 2,800	\$ 3,616	\$ 2,888	\$2,888
Agricultural Extension Service	4,088	5,022	4,189	4,189
Veterinary Medicine	425	770	770	770
County Technical Assistance Service	254	280	254	204
Municipal Technical Advisory Service	288	353	295	245
Urban and				
Public Affairs	1,060	1,311	1,087	1,087
Continuing Education	543	648	557	557
Center for the				
Health Sciences	17,303	22,059	18,094	18,094
Administration and				
Services	846	1,004	761	761
Sub-Total	\$27,607	\$35,063	\$28,895	\$28,795
TOTAL	\$83,567	\$101,704	\$85,909	\$85,809

THE UNIVERSITY OF TENNESSEE

BUDGET SUMMARY 1974-75 and 1975-76

Unrestricted Current Funds

	Estimated Expenditures 1974-75	Budget Approved for 1975-76
Knoxville (including Knoxville Campus, Evening School, School of Social Work, Space Institute, Testing Bureau, and The Joint University Center at Memphis)	\$ 79,102,905	\$ 81,927,143
Center for the Health Sciences (including Memphis Campus, Clinical Education Centers at Knoxville and Chattanooga, Memorial Research Center at UT Hospital at Knoxville, and including \$400,000 in FY 75 and \$800,000 in FY 76 appropriated for the Family Practice Program)	25,377,888	26,320,020
Martin	11,583,261	12,438,169
Chattanooga	10,310,018	11,060,113
Nashville	6,195,289	6,556,760
Agricultural Experiment Station	7,111,525	7,327,947
Agricultural Extension Service	8,691,587	8,981,472
Veterinary Medicine	185,000	763,000
Municipal Technical Advisory Service	710,749	723,745
County Technical Assistance Service	462,702	576,761
Statewide Programs (including Statewide Continuing Education, Statewide Urban and Public Affairs, and University-wide Administration and Services)	7,096,906	7,558,868
	\$156,827,830	\$164,233,998
	Estimated Revenue 1975-76	
Student Fees	\$ 27,291,427	
State Appropriations	85,809,000	
Federal Appropriations	7,406,583	
Gifts, Grants and Contracts	5,924,559	
Sales of Educational Departments	4,931,960	
Sales of Auxiliary Enterprises	29,495,935	
Miscellaneous Revenue and Previous Year's Balance	3,374,534	
	\$164,233,998	

Development

Because of prevailing economic conditions, private gifts are more and more important to the University. Such gifts support scholarship programs for deserving students; fund professorships which attract outstanding academicians; help launch new and exciting programs; and, in total, make it possible for UT to achieve the type of national recognition for excellence impossible to attain through sole reliance upon normal sources of revenue.

An ever-increasing number of individuals — those beyond the institution's 105,000 alumni — are being made aware of the necessity of private gifts to the state-assisted University. Responsibility for disseminating the message of need for private support rests with the UT Development Council, a volunteer group of business, professional, and civic leaders from throughout the state and nation. Chairman of this Council during the past year and re-elected for the coming year is Mr. William B. Stokely III of Indianapolis.

Despite a fund-raising climate much less than ideal due to economic uncertainty, the University was able to attract millions of dollars in private gifts during the past year. Members of the Development Council and other dedicated volunteers are to be commended for their efforts.

Theatre Troupe Supported

A cultural coup of the year was the establishment of the Clarence Brown Theatre Company, a professional company on the UT Knoxville campus. The rapid ascent of UT's theatre program has been made possible by the generosity of a UT alumnus and Development Council member, Clarence Brown. Beyond his original commitment to help build the theatre which bears his name at UT Knoxville, Mr. Brown has continued to support the efforts of the new professional company.



His gift of \$25,000 in 1974, combined with major grants from the National Endowment for the Arts and the Tennessee Arts Commission, enabled the University to launch the professional company, which toured the Southeast, and achieved national recognition. The company has been chosen to participate in the bicentennial celebration next year at the Kennedy Center in Washington, the only university company so honored.

\$100,000 Added to Roddy Fund

During the year, trustees of the Fred M. Roddy Charitable Trust of Providence, Rhode Island, committed an additional \$100,000 to scholarships for students at UT Knoxville and presented a \$50,000 check toward that pledge.

The College of Communications at Knoxville was selected to receive more than \$100,000 over the next five years from a trust established under the will of the late Karl A. Bickel of Sarasota, Florida, a former United Press wire service president. The Bickel fund will give scholarship assistance to communications students at UTK.

A total of \$183,550 was committed for 1975-76 by 26 companies in support of the Minorities Engineering Program at Knoxville. These funds enable qualified

black students to pursue careers in engineering. Currently 59 students are enrolled in this program.

A goal of \$750,000 has been set for the expansion of the Noise Research Laboratory at UT Knoxville, so that an interdisciplinary approach to the problems of noise can be taken. This year the Ball Corporation of Muncie, Indiana, committed \$30,000 toward this goal.

The University this year announced the creation of a Pooled Income Fund which permits individuals to enter into life income agreements with UT through contributions of cash or marketable securities in the \$5,000 to \$50,000 range. A highly successful Wills Emphasis Program completed during the year reveals that an increasing number of individuals are including UT in their estate plans.

Golden Grad Giving Plan

Mr. William T. Ray, a Development Council member from Monterey, Tennessee, and a 1925 alumnus, served as chairman of a new Class Bequest Program, which seeks to encourage Golden Grads (those who have been graduated 50 years or more) to include UT in their estate plans.

At UT Chattanooga, the Chancellor's Roundtable was formed this year. A group of 30 leaders of the Chattanooga area will assist the UTC chancellor and faculty in the overall development of community support for the institution. At UTC this year, the Annual Development Fund Drive secured more than \$60,000 and the Athletic Fund Drive raised \$195,000.

The Robert Wood Johnson Foundation of Princeton, New Jersey, made two major gifts to the UT Center for the Health Sciences in Memphis: one a three-year grant of \$801,504 to develop prototype health care centers in the Shelby County area; and another of \$469,876 to support dental care of the handicapped.

Opposite: William B. Stokely III, chairman of the UT Development Council, speaks to the Board of Trustees.

Below: UTK alumni tour visits a shrine at Nikko, Japan.

Alumni Affairs and Annual Giving

The University's program of alumni affairs and annual giving continues to be among the most comprehensive and successful in the nation.

Forming the basis for the strong support programs of alumni affairs and annual giving are the alumni chapters. During 1974-75 there were 70 chapters in Tennessee and 44 in other states. More than 140 chapter meetings were held during the year, with approximately 9,000 alumni in attendance.

The Women's Activities Committee of the National Alumni Association has continued its innovative approaches to special programming for alumnae and other friends of the institution. A series of seminars was conducted on all primary campuses — Knoxville, Martin, Chattanooga, Nashville, and Memphis.

The Association's Public Affairs Committee increased its activities during the year, featuring a special workshop in July in preparation for the 89th General Assembly.

The alumni tour program has been one of the most successful and positive service activities to be developed by the Office of Alumni Affairs and Annual Giving. In 1974-75, 320 participants toured the Orient, touching Japan, Hong Kong, and Thailand; and 179 made a trip to London.

Booked for this fall are a "Rio Escapade" in September and a "Hawaii Football Holiday" in December.



Tours Stimulate Giving

Since the inauguration of the alumni tour program in April 1971, 121 new Century Club members and 12 new Presidents Club members can be positively identified as having come directly from the cultivation and follow-up by staff and volunteer leaders who worked the tours.

The Annual Giving Program, which has won several national awards in its 14-year existence, continues to be a strong, positive force for the academic program of the total University. During 1974-75 annual giving broke all previous records in number of donors and total money contributed annually by alumni and other UT friends.

Despite unfavorable economic conditions, figures for the fiscal year ending June 30 show gifts totaling \$938,613, an increase of \$46,286 over 1973-74. In all, 19,630 individuals

contributed to the Annual Giving Program, an increase of 1,440 over the previous year.

Scholarship Program Thrives

A major beneficiary of the Annual Giving Program is the alumni scholarship program, which now offers 400 scholarships valued at about a quarter of a million dollars to students attending all five UT campuses. Without question the University now has one of the most comprehensive college scholarship programs in the United States.

Included in this program are the Andy Holt Scholarships, valued at \$3,000 each over a period of four years; awards to valedictorians of every secondary school in the state; Community College Scholarships offered to the top two students of each Tennessee community college; 50 National Merit Scholarships; 56 upperclass scholarships; ten graduate scholarships at UTK; and a \$6,000 part-time scholarship program at UTC. An additional 105 freshman scholarships are available to 75 Tennessee students and 30 out-of-state students.

The highly successful program of alumni affairs and annual giving could not be possible without the dedication and commitment of hundreds of volunteer alumni leaders in the National Alumni Association. The University owes an enormous debt of gratitude to these volunteers for the time, effort, energy, and resources which they give to the institution.

Looking to the Future

As the foregoing reports illustrate, The University of Tennessee overcame many economic obstacles and experienced a progressive year in 1974-75. Even so, the mood of the year — particularly the latter part of it — was dampened by the continuing gloomy prospects of inadequate financial support during the immediate future. This has required considerable planning and preparing to gird for the austerity necessary to cope with the situation.

The continuing economic doldrums are affecting everyone and everything, of course, and higher education must bear its share of the austerity. But UT and other state colleges and universities are already under stress from not having received sufficient support to cover enrollment increases and runaway inflation in the past, and they will enter the new year under that handicap. The popular expression of "tightening the belt" can hardly apply if there are no more notches to go without resulting in permanent harm.

UT will enter the new year with further retrenchments in operating and administrative budgets to provide for fixed increases imposed by inflation and other factors. In all of our plans we are making a special effort to preserve the quality that has been developed in our academic, research and public service programs. We are also attempting to hold down the mounting costs of student fees and other expenses in order to keep the institution's doors open to the children of those in all income brackets. We believe these objectives can be

achieved if the recession is of short duration, but we can foresee serious impairments in the structure of higher education if the financial pinch prevails for very long.

To give an insight into the belt-tightening austerity that we face for the coming year, we simply point to the 1975-76 operating budget. Although the budget includes some increases in state appropriations, it restricts the University to the least amount of progress in the institution's recent history in terms of new programs, new staff, and reasonable salary adjustments for personnel. We are deeply concerned, for example, that our salary adjustments for next year were held to a 2.5 per cent average in contrast to a cost-of-living rise of more than three times that average. We are also concerned about the future quality of present programs, the welfare of our personnel, and our ability to accept the continuing increases in student enrollments unless added funding becomes available.

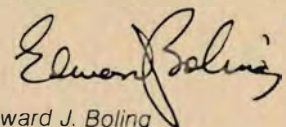
In meeting the brunt of fiscal problems, UT has been considerably strengthened through its "Management By Objectives" program which was instituted approximately four years ago. This program involves individual goal-setting and periodic evaluations of achievements for every member of UT's personnel. Promotions in rank or compensation are made on the basis of merit, measuring progress against goals and rewards against evaluation. We believe that the growing understanding of this program has contributed positively to the initiative and morale of

our personnel and has helped greatly in the advancement of the institution.

One of the most optimistic facts favoring UT and other state colleges and universities in overcoming future problems is the high confidence and interest that the people of Tennessee have in higher education. A public opinion poll taken last fall, the first of its kind ever conducted in the state, showed this to be true. Overwhelmingly, they expressed their support of higher education and their desire for a college education for their children. With this backing, higher education is certain to advance in the years ahead.

For the progress made by all campuses and other statewide organizations of the University during the past year, we acknowledge the contributions of the Board of Trustees and the administrators, faculties and staffs as well as the students on all campuses. We also express our gratitude to the Tennessee Higher Education Commission, to the Governor and his dedicated staff, and to members of the General Assembly. Likewise, we are indebted to the Development Council, the National Alumni Association, and the private support organizations of the five academic campuses. The contributions of all these groups have built the strength and eminence of the University.

Respectfully submitted,



Edward J. Boling
President

John H. Dobson
Main Libr.

