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Annual Report of the President, the University of Tennessee to the Board of Trustees, 1972-1973: The Changing Emphasis

Edward J. Boling

University of Tennessee - Knoxville

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The Changing Emphasis

1972-73 ANNUAL REPORT OF EDWARD J. BOLING, PRESIDENT
THE UNIVERSITY OF TENNESSEE
TO THE BOARD OF TRUSTEES/JUNE 21, 1973

The University of Tennessee Record
The University of Tennessee Board of Trustees, 1972-73

Seated, left to right: Clyde York; Leonard Raulston; Ben Douglass; Frank Ahlgren; Ann Baker Furrow; Wayne Fisher; Dr. John Folger, executive director; Tennessee Higher Education Commission; President Edward J. Boling; Herbert S. Walters, *vice chairman; Judge William E. Miller; Harry Laughlin; Dr. Marcus Stewart; Guilford Thornton, Commissioner of Agriculture; Paul Kinser; Tom Elam; E. S. Bevins; Boyd Garrett; Don Shadow; and Dr. Frank Bowyer. (Absent: Gov. Winfield Dunn, chairman; and Dr. Benjamin E. Carmichael, Commissioner of Education.)

*Died August 17, 1973*
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The Changing Emphasis

The University of Tennessee turned a corner this year.

For more than a decade the University has used much of its resources to keep up with booming enrollment increases, and the emphasis by necessity was largely on quantity.

But, during the past year, the rate of enrollment growth began slowing down to more manageable numbers, and more emphasis now can be placed upon quality.

As a result, the University's energies have been turned to enriching and strengthening old programs and moving into new areas of instruction, research, and public service to meet the needs of the state. This annual report reflects the changing emphasis.

All elements of the UT system—the five campuses as well as the continuing education, agriculture, and public service divisions—experienced significant advancements for the year. On the following pages are examples reported by the Chancellors and Vice Presidents in charge of these operations.
Academic Programs

A new curriculum in the College of Liberal Arts gives the student greater freedom in developing his own study program. There are four principal fields: the Basic Program, the Individualized Program, the Pre-Professional Program, and the College Scholars Program.

Several similar interdisciplinary degree programs in liberal arts have been grouped under the new heading of Cultural Studies. These include American Studies, Black Studies, Latin American Studies, and Russian and East European Studies.

A master's degree program in anthropology began last fall, the first time graduate courses on the origins of man and his cultures have been taught in the state.

A biomedical engineering laboratory was established in the College of Engineering, complementing classroom instruction in a recently developed field which has achieved prominence as physicians have come to rely more heavily upon sophisticated medical instrumentation to help treat patients.

Anticipating a nationwide demand for persons with doctorates in home economics, this college instituted a new interdisciplinary doctoral degree program that focuses on the application of home economics-related knowledge to the problems of society.

The College of Home Economics was among the first in the nation to be accredited by the American Home Economics Association; and the Frank H. McClung Museum received full accreditation from the American Association...
of Museums, the second museum in Tennessee so accredited.

Research and Public Service

The Environmental Engineering Project, created by the General Assembly to enrich the quality of life in the state, began in the College of Engineering. Its function is to provide consultation, engineering analysis, and research on environmental quality to the State Department of Public Health.

The first permanent directors were named for two specialized research centers—the Transportation Research Center and the Environment Center. Each provides statewide leadership in a critical problem area—the growing transportation system and the environment—and both are functions of the Office of the Vice Chancellor for Graduate Studies and Research and the Institute for Public Service.

The Space Institute at Tullahoma was awarded an additional $1.1 million to continue research on MHD (magnetohydrodynamics), a process which promises cheap and efficient new methods of generating power. The grant is the second largest given by the federal government for MHD development and the largest to an educational institution.

Planning is under way for a Cancer Research Center in the Knoxville-Oak Ridge area under a $117,885 grant from the National Cancer Institute. The grant covers cost of a joint effort by UTK, UT Memorial Research Center and Hospital, Oak Ridge National Laboratory, and Oak Ridge Associated Universities.
The University's Archival Center for Radiation Biology, the only such collection of documents in the nation, continued its growth with the addition of the papers of Antoine Lacassagne, French scientist who pioneered in the fields of oncology and radiation research.

The College of Business Administration graduated its first class of businessmen enrolled in the Tennessee Executive Development Program, a beneficiary of the capital campaign conducted for the college. This program seeks to increase the executive's effectiveness and to prepare him for greater management responsibility.

New Channels for Communication

A permanent Commission for Women was created, with duties including education and research on equal employment for women.

Also formed was a Task Force on Blacks, responsible for assessing the current status of blacks—students, faculty, and staff—based on a thorough study of all University programs and activities. This body also will recommend activities, procedures, and policies to improve the quality of life for blacks on the UTK campus.

The change from a University Senate to a Faculty Senate began. The new Senate will have more faculty and fewer administrative members and will consider a wider range of subjects. A University Council, with responsibilities for communications among University groups and for advising the administration, Faculty Senate, and Student Senate, was established.

As described more fully in a later section, a campus-wide employee relations organization has been established to provide improved communication between campus administrators and supporting personnel.

Development

The Chancellor's Associates, a group of civic, professional, and business leaders, completed its first year of activities as a vital link between the campus and the community. The Associates have involved themselves in campus affairs with the formation of committees on academic affairs, student affairs, resource development, and public affairs.

Physical Plant

A dynamite blast officially signaled the beginning of construction on the new building for the College of Business Administration. The Student Services and Administration Building is nearing completion and is scheduled for occupancy this fall. Plans are nearing completion for the Life Sciences Building.

Special Events, Honors

The 25th anniversary of the Departments of Music and Art was observed with a year-long series of exhibits, lectures, and concerts. In January, the annual UT Appreciation Week, sponsored by the Greater Knoxville Chamber of Commerce, focused on music and art.

The Pride of the Southland Band was selected as "Honor Band" for the January 20 Presidential Inaugural Parade in Washington. The band marched directly behind the car carrying President and Mrs. Richard Nixon.

For the first time, supporting employees have been formally honored. A banquet was held at which 45 persons with 25 or more years of service were recognized.
"Master Plan"

For the past decade, one of the constant objectives of the Medical Units has been to delineate a long-range building and expansion "Master Plan." In the year just completed, the administration and faculty—drawing in some instances on prior study and planning—arrived at definite projects constituting at least the physical or facilities "base" of a master plan. The major projects are: (1) A General Education Building for basic medical sciences; (2) Clinical Sciences Building, primarily for the College of Medicine; (3) General Dentistry Clinic; (4) Library-Nursing Building; and (5) a new Central Purchasing and Physical Plant Building.

"Outward Thrust"

Several programs recently inaugurated could be described as an "outward thrust," establishing a trend of combined education and public service offered outside the campus.

One of the most significant is the Clinical Education Center which began this year at the Memorial Research Center and Hospital at Knoxville. The Center is an effort to meet the state's pressing need for a more even distribution of physicians. Similar Centers are projected for other parts of the state.

Other outward-thrust efforts include a new community dentistry program in the College of Dentistry, a continuing education program in the College of Pharmacy, and a joint project between the College of Pharmacy and the State Health Department in testing the efficacy of drugs offered the state's Medicare-Medicaid Program.
Academic Changes

The College of Community and Allied Health Professions became operational July 1, 1972, representing the reorganization of four allied health programs from three existing Medical Units colleges into the new college. The affected programs were clinical laboratory sciences (medical technology, cytotechnology, histologic technique), radiologic technology, physical therapy, and dental hygiene, all previously in the Colleges of Medicine, Dentistry, or Basic Medical Sciences.

Following are some of the accomplishments realized by the College of Community and Allied Health Professions during the year:

The upgrading of the dental hygiene program from certificate to associate degree status.

An increased emphasis on allied health programs developed cooperatively with the Veterans Administration Hospital in Memphis.

A new program, approved for development in medical records administration. Formerly operated at Baptist Memorial Hospital and affiliated with several colleges and universities, the program will be assigned to UT in September, 1973, by mutual consent.

In the College of Dentistry, a new Department of Preventive and Community Dentistry was formed, enabling students to train in community and actual practice settings, working as "preceptors" to practicing dentists. A nutritionist was named to teach dental students in the new department and to supervise their efforts in dietary counseling of patients.

A new Department of Biomaterials trains students in the capabilities of materials used in dental practice.

In the College of Medicine, a plan was instituted to revise the curriculum. The first step defined goals, and the second stage—format design—has as its major features:

A. Teaching will be built around "topic" areas in which there will be better correlation of basic and clinical areas:

B. Students will start seeing patients within a few weeks after entering medical school; and

C. A broader electives program will give students more flexibility in subject matter.

It is expected the new curriculum will be implemented by July, 1974.

Arrangements were made for better utilization of Le Bonheur Children's Hospital for pediatric teaching. Teaching agreements were established with the West Tennessee Chest Diseases Hospital, Veterans Administration Hospital, and St. Jude Hospital; and the College has started negotiations for strengthening agreements with Baptist and Methodist Hospitals.

In the College of Nursing, final preparation was made to establish a graduate program. Scheduled to begin July 6, the graduate nursing program is a joint venture of the College of Nursing and the Graduate School-Medical Sciences. The Graduate School will award a Master of Science degree to students completing the program.

In conjunction with the College of
Medicine, the College of Nursing initiated training programs for both adult and pediatric nurse practitioners. The nurse practitioner's role is to assume more responsibility for patient care, thereby relieving the physician of the less critical patient-care cases.

The College of Basic Medical Sciences underwent administrative restructuring, with the Department of Pathology being moved to the College of Medicine and the Division of Clinical Physiology being abolished, leaving the following departments: anatomy, biochemistry, microbiology, pharmacology, and physiology and biophysics.

Library
New library programs developed or assumed in the year are: (1) Drug Information Center; (2) administrative responsibility for library activities of the Regional Medical Program; and (3) approval of a new library course in the curriculum for graduate students, to be offered in the fall of 1973.

The Drug and Toxicology Information Center, established in cooperation with the College of Pharmacy, provides information on drugs and toxic substances for health professionals in the region. Operated around the clock, seven days a week, the center provides the health professional ready information by telephone.

UTMRCH At Knoxville
Research in the treatment of cancer has become the dominant activity of the Memorial Research Center. Other major research efforts focus on hematological and oncologic problems. Special clinical investigations and the testing of experimental drugs involve both research and hospital staffs.

A new Emergency Department, with room space increased from 1400 to 9200 square feet, opened in the University Hospital in June, 1972. A 14-bed Intermediate Care Unit and a seven-bed Cancer Unit were added, and a Laminar Flow Room for orthopedic surgery cases was installed.

Minority Affairs
During the year four blacks were added at the academic faculty-staff level, and numerous blacks were hired as non-academic and supporting staff members.

A special Office of Minority Affairs was created to provide counseling and assistance to minority students. It is administered by a black director.

Development
With the advice and assistance of the system Development Office, the Medical Units administration has sought to open avenues of support from alumni and other private, non-government sources. Excellent support has come from a group known as the "Chancellor's Roundtable," an organization of Memphis business and civic leaders asked to serve as a continuing advisory and consulting body to the Chancellor.
Commitment to a role-and-scope emphasizing undergraduate education remains strong at UTM and continues to attract national attention. The campus enrolled more than 5,000 students in the 1972 fall quarter, the highest in its history.

**Academic Changes**

New programs created through the $250,000 Ford Foundation Venture Fund grant are proving successful. Included were programs in testing, reading and computation improvement, interdisciplinary study, and honors programs, as well as "mini-grants" to faculty and departments for numerous special experiments, course designs, and projects.

Undergraduate majors initiated during the year included early childhood education, special education, communications, natural resources (park and recreation management, soil and water resources, wildlife conservation), and geology.

National accreditation of three professional programs—education, home economics, and nursing—was sought. Accreditation in home economics was granted this spring, nursing was accredited in June, and action by the education accrediting agency is expected in the fall. The business administration program is in the process of requesting accreditation in 1974.

Admission requirements were revised to admit students with at least a 50-50 chance of college success. The revision also will permit the conditional admission of those with less than a 50-50 chance and provide special courses to help make them competitive with their classmates.
A series of "mini-courses" has taken students on archaeological studies of the Land Between the Lakes and on a historical home pilgrimage; and others were scheduled for study in the West Indies, a study of William Faulkner and Oxford, Miss., and a literary tour of London.

Library

Library deficiencies caused by the rapid enrollment growth of the late 1960s have been significantly reduced. The annual library budget for 1972-73 was almost $100,000 higher than two years before, and private giving of more than $9,000 and UT alumni gifts of $10,000 have strengthened the library.

Physical Plant

Physical plant improvements at UTM are noteworthy:

Expansion of the six-year-old University Center to increase space by 50 per cent was completed this spring. New units in married student housing will be finished by September.

Plans for the $5 million Physical Education-Athletic-Convocation Center are completed and construction will begin by the end of 1973.

Plans for the Education-Home Economics-Nursing Building were completed, and construction began in June, 1973.

Renovation of Brehm Hall for agriculture and biology is on schedule, with occupancy planned for September of 1973.

Plans for converting Browning Hall (residence hall) into a building for the School of Business Administration are finished, and construction is scheduled for 1973-74.

UTM students sift sorghum-field soil in the Land Between the Lakes in search of relics of Indian cultures.
Academic Changes

A baccalaureate degree program in engineering management was initiated. It is designed to give broad training to students planning to work for small businesses requiring a combination of engineering and business training rather than specialization in either.

Planning for the first two years of a baccalaureate program in nursing was completed, and it will begin this fall. About 50 freshmen are expected to enroll the first year.

Also initiated was a Bachelor of Science degree in special education, a teacher education curriculum concentrating on the educable and trainable mentally retarded.

A dual degree program with UT, Knoxville's College of Engineering and with Georgia Tech gives UTC engineering students the opportunity to earn the B.S. from UTC and the master's from UTK or Georgia Tech.

The UTC engineering program was fully certified by the Tennessee Board of Architectural and Engineering Examiners.

Public Service Programs

The Individualized Education Project (IEP) was introduced last fall to make the University's academic offerings more accessible to adults. The federally funded IEP gives older students returning to college assistance in class selection, applications and admissions, and offers them continuing vocational guidance. Sixty students enrolled this year and a 50 per cent increase is expected next year.

A Community Profile Seminar Series is being conducted by the UTC Office of Urban
Affairs as an educational program for community leaders, offering comprehensive information about governmental and private programs.

**Development**

As of April 30, UTC and the UC Foundation received a total of $367,205 in gifts and pledges toward the 1972-73 Annual Development Fund. An additional $612,660, representing payments on pledges to the University's endowment fund, also was received. The Microbook Library of American Civilization, a microfilm library of some 19,000 volumes covering all aspects of America from its beginning to the outbreak of World War I, was added to the library.

**New Buildings**

Construction began this year on three major projects totaling $9.2 million and continued on another $5.4 million project—a total capital outlay program of $14.6 million now under way.

In addition, construction is expected to begin this fall on a $3 million classroom building, for which plans are being completed. The $3.4 million University Center begun this year is scheduled for completion in January, 1974. It will provide a number of new facilities for students, including a cafeteria.

Construction began last fall on a $2.8 million central energy plant which will eventually heat and cool the entire campus. It is scheduled for completion this fall.

Ground was broken this spring for a $3 million student housing facility, a townhouse-style complex containing 104 units. It is to be finished in August, 1974.

Construction continued on the $5.4 million library and parking garage, scheduled for completion this fall. The three-story parking facility adjoins the library which will house 350,000 volumes and accommodate 1,600 students.
Dedicated to continuing education and public services, The University of Tennessee at Nashville has more than doubled in enrollment in the two years it has existed as a primary campus. The former extension center graduated 182 students this spring, more than three times the number (50) to receive degrees in 1971. The first graduates of the Master of Business Administration program received degrees this spring.

**Academic Changes**

UTN this year joined a consortium of area colleges to establish a curriculum for Eagle University at Fort Campbell, Ky., and to furnish faculty and advisors for the men and women students at the military base. Eagle University expects to double its initial enrollment of 750 this fall.

An unusual opportunity to serve the world-famous music industry of "Music City, U.S.A." was taken in conjunction with the Nashville Songwriters Association. Beginning and advanced songwriting courses were established, and each class was almost immediately filled. Many students commuted from other states, and instruction was videotaped for international distribution. UTN and music industry officials plan to broaden the program to include 15 classes for 1973-74.

Although generally considered a "night university" geared to working adults, UTN has about 280 "day" students who comprise the state's largest associate degree program in nursing. Nearly 100 male and female nurses were graduated this spring.

**Public Service**

During 1972-73, UTN's Division of Public Services coordinated or originated 300 special seminars, workshops, institutes, and non-credit courses, attracting some 17,000 government, business, and industrial personnel from Tennessee and other states. Tennessee Higher Education Commission statistics for this year showed UTN to be the most utilized state institution of higher learning in Tennessee.

**Development**

Further cementing the institution's ties with the community, 17 prominent Nashville citizens were named to the "UTN Associates," a group formed this year to provide support needed for the University to carry out its mission in the Middle Tennessee region.
Continuing Education

The University's continuing education program encompasses both central administrative and campus organizations working together to extend the institution's educational services beyond the traditional on-campus setting.

These cooperative efforts in continuing education produced, for the 1972 year:
- 16,335 enrollments in credit courses;
- 7,702 enrollments in non-credit courses;
- 25,068 enrollments in conferences and short courses;
- 714 enrollments in videotape/electrowriter graduate courses;
- 24,430 resident students taught by closed-circuit television;
- 15,490 hours of educational radio and television on 156 stations throughout the state; and
- 19,047 packets of educational materials distributed throughout the state.

Significant changes and developments of campus organizations in this area are included in the reports of the Chancellors. Following are reports on organizations under the Vice President for Continuing Education:

Last summer a complete freshman quarter was offered statewide on educational television in cooperation with the State Board of Education and the UT Department of Television Services. There were 90 enrollments, and the program is continuing. In October a radio course, Anthropology 4500, was offered in cooperation with WUOT.

A statewide undergraduate cooperative educational program was initiated in 1972 to serve students wishing to alternate terms of work and study. The program is available for all campuses and all undergraduate academic programs.

A College Level Examination Program testing center was established, and examinations are given each month at the departmental offices in Knoxville. The center will play an important part in the move toward "credit by examination" that is occurring in colleges and universities throughout the country.

A series of non-credit courses in gerontology was developed in cooperation with the Tennessee Commission on Aging. The courses, "Working with the Elderly," "Community Organization for the Elderly," and "Pre-Retirement Planning," attracted enrollments of 130, 75, and 55 respectively. The courses are offered at a reduced rate, with the difference paid by a Commission grant.
The videotape/electrowriter program, consisting almost exclusively of off-campus graduate level offerings by the faculty of the UTK College of Engineering, involved 39 courses. Weekly hours of instruction averaged 54 for the year, and enrollment was 957. These courses are taught at five private industry centers both within Tennessee and outside the state and at seven campuses and centers of higher education in Tennessee.

During 1972, emphasis was placed on preparing resident trainers for each of the 19 Head Start programs throughout the state. In-service sessions, manuals, slide programs, and films were used in this project.

A sub-carrier station was established at WUOT, providing the capability of broadcasting special information to WUOT-owned receivers anywhere in the area. This, in effect, creates "closed-circuit" radio, which may be used by appropriate educational units of the University.

A MINI College (Move Into a New Identity), open only to women over 25, was initiated by the Joint University Center (MSU/UT) on the Memphis State University campus.
Nearly three years ago UT set a goal of raising Tennessee's agricultural marketings to one billion dollars a year (an increase of about $300 million) by 1985. To reach this goal will require the combined efforts of all segments of the Institute of Agriculture, particularly the Agricultural Experiment Station and the Agricultural Extension Service. The advancements toward the goal made in these areas during the past year are highly encouraging.

**Agricultural Experiment Station**

In September, 1972, a conference of all research specialists was devoted to the task of reaching the billion dollar goal by 1985. Ten task forces were established to develop research priorities in the following areas: soybeans, beef cattle, dairying, swine, weed control, marketing, rural development, soil and land use planning, food and nutrition and food safety, and environmental quality.

These task forces have reported their findings, and departments are preparing research projects to be implemented over the next three years.

Several research developments of 1972-73 are noteworthy strides toward the long-range goal. For example:

1. A new variety of tobacco, Burley 64, was released. This new variety is resistant to black shank, black root rot, Fusarium wilt, wild fire, and mosaic.

2. Remote sensing techniques employing aerial and space-acquired imagery are being developed and tested to map agricultural land uses, land cover, soil series associations, land drainage characteristics, and plant disease and insect infestations. These techniques have many possible uses, such as giving farmers technical information on outbreaks of diseases and insects and helping public officials to document land use changes.

3. An experimental rotary research milking unit being constructed at the West Tennessee Experiment Station has the potential to reduce labor requirements on Grade A dairy farms.

The proposed reduction of some 20 percent in federal funding for research in 1973-74 could have adverse effects on the Agricultural Experiment Station's efforts to provide a continuing flow of basic and applied research information to farmers and consumers in the years ahead.

**Agricultural Extension Service**

The emphasis of Agricultural Extension Service (AES) programs in 1972-73 was upon solving problems impeding progress toward the billion-dollar goal. To achieve this marketing goal by 1985 will require an increase of $20 million annually, from 1970 to 1985. At the end of 1972, the total gain from 1970 was $162 million. Adjustments for price increases make the total gain a realistic $55 million, exceeding by far the $40 million needed for the two-year period.

Several programs instituted by AES during the year are noteworthy:
(1) The cancellation by the Environmental Protection Agency of most DDT uses for the 1973 growing season will result in a dramatic increase in the use of highly toxic DDT substitutes. An intensive educational program is being conducted to teach farmers how to select and use safely and efficiently these substitute pesticides in order to reduce the probability of deaths and accidents.

(2) A special program is being conducted to show dairy and beef farmers who use silage how to take samples for forage testing and how to use the analysis results. Dairy farmers especially are being involved in these demonstrations so that forage testing may contribute to the 1985 goal of 11,000 pounds of milk production per cow.

(3) To reach the 1985 goal, soybean production must rise 67 per cent above the 1970 level. Utilizing a three-year grant from a leading farm organization, the Institute of Agriculture is conducting an intensified research and education program aimed at increasing the per-acre yield of soybeans.

Home economics programs designed to improve the quality of living have been intensified in the areas of management, housing and home furnishings, clothing, and foods and nutrition. Efforts in these major areas reached a total of 1,037,000 Tennessee families in 1972-73.

Participation in 4-H youth programs continues to grow, with an all-time record of 155,803 young persons (ages 9-19 inclusive) enrolled in 1972 compared with 134,843 in 1971. Indicative of the quality of work being done are the 12 first-place winners, a record for the state, in project competition at the National 4-H Congress.

The large increase in youth participation resulted primarily from special 4-H TV programs.
Both commercial and educational TV stations cooperated in showing a series of 30-minute programs entitled "4-H Television Science." These films were viewed at school under the guidance of teachers who helped relate the subject matter to the regular school curriculum.

**College of Agriculture**

Several undergraduate study programs were realigned and upgraded this year. Major courses in animal husbandry, dairy production, and poultry were replaced by a new, unified curriculum in animal science; and majors in dairy manufacturing and food technology were replaced by a new and more comprehensive curriculum in food technology and science.

A Master of Science degree program in agricultural biology was started in the fall of 1972.

Two new advanced degree programs are being planned. A Master of Science in animal science, which will replace current programs in animal husbandry, dairying, and poultry, has been developed and approval is expected by this fall. A Master of Science degree program in food technology and science, which will replace the current program in food technology, has been developed and is expected to be approved by fall, 1973.

**Ellington Professorship**

The Buford Ellington Distinguished Professorship has been established in the Institute of Agriculture by a grant from the Kerr Foundation of Oklahoma City.

The grant provides a $2,000 annual stipend for a professor in the institute, the recipient to be chosen on the basis of distinguished service to UT. The professorship memorializes the late Governor Ellington, who was a close personal friend of the late U.S. Senator Robert S. Kerr of Oklahoma and the Kerr family.
The year began with Vice President S. H. Roberts in charge of public service operations. On February 1, responsibility was shifted as Mr. Roberts resigned and Nashville Chancellor Roy S. Nicks assumed the additional responsibilities of Vice President for Urban and Public Affairs.

**Two NSF Grants**

In May, the National Science Foundation awarded two planning grants to the University for projects in the public service area. Both were received in nationwide competition.

One grant of $69,600 involves the design of an experimental model combining industrial and University resources in providing technical assistance to local governments in Middle Tennessee. IPS, several of its agencies, UT Nashville, and Avco Aerostructures Division are cooperating in this project.

The second grant of $8,500 supports efforts to design a national model for a statewide delivery system to help local governments solve environmental problems.

This project is being undertaken by the Institute of Agriculture, IPS, and several IPS agencies. If the experimental designs are accepted by NSF, full funding of the proposals will amount to more than $1,250,000 over the next three years.

**New Projects**

At the request of the Tennessee County Services Association, the 88th General Assembly created a county technical assistance organization, to be operated by UT and initially funded at $256,000 annually. This action represents a major step toward the realization of IPS's goal of improved services to county governments.

Gov. Winfield Dunn has designated the Center for Government Training—an IPS agency—the focus of leadership in developing a Tennessee Local Government Training System. UT's four general campuses and the six regional universities under the State Board of Regents are cooperating in implementing the recommendations of a plan, submitted by the Governor's Local Government Training Committee, for creating a statewide network of Regional Training Centers under UT's direction.

**Campus Involvement**

In its coordinating role, IPS has initiated two significant projects: (1) All campuses are cooperating in reporting public service activities by faculty. The Knoxville campus, for example, reported more than 1,400 projects under way in fall quarter, 1972. (2) Ways have been developed for campuses and IPS organizations to undertake service projects together, thereby making effective use of UT's resources statewide.
System-Wide Developments

In Enrollments

All campuses of the UT system enrolled a total of 41,535 resident students last fall. With this enrollment UT maintained its lofty rank among the nation’s largest universities, retaining the 16th position that it held the year before.

This year’s total topped last fall’s figure by 894 students, a sizable number but considerably less than the 2,000-3,000 annual increases of the previous decade. Hence, with the diminishing rate of growth, UT can exert more attention and energy to upgrading its educational programs.

The fall quarter enrollments of the five campuses, compared with those of the previous year, are reported by the Tennessee Higher Education Commission as follows:

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<thead>
<tr>
<th>Campus</th>
<th>1971</th>
<th>1972</th>
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<tbody>
<tr>
<td>Knoxville</td>
<td>26,194</td>
<td>26,415</td>
</tr>
<tr>
<td>Chattanooga</td>
<td>4,801</td>
<td>4,917</td>
</tr>
<tr>
<td>Martin</td>
<td>4,874</td>
<td>4,962</td>
</tr>
<tr>
<td>Medical Units</td>
<td>1,783</td>
<td>1,733</td>
</tr>
<tr>
<td>Nashville</td>
<td>2,848</td>
<td>3,481</td>
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<tr>
<td>Total</td>
<td>40,500</td>
<td>41,508</td>
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In Legislative Appropriations

Operating funds appropriated to UT at the 1973 session of the 88th General Assembly were not only the largest amount in the institution’s history but also the greatest dollar increase that UT has ever received in a single year. This occurred because the Governor and the Tennessee Higher Education Commission were successful in their continuing efforts to bring all higher education up to a formula method of funding.

We are particularly pleased with the increases made to the Knoxville, Medical Units, and Nashville campuses. The Knoxville campus received the largest dollar increase in its history. However, the formula method did not produce as much as we had hoped to receive in providing the desired advancements of the Chattanooga and Martin campuses.

In addition to the operating appropriations, the General Assembly also allotted $13,973,000 to UT for capital outlay improvements next year. These were also recommended by the Governor and the THEC.

Following is a breakdown of state operating appropriations for the 1973-74 year, compared with the current 1972-73 year:

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<tr>
<th></th>
<th>1972-73 Year</th>
<th>1973-74 Year</th>
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<tbody>
<tr>
<td>Basic Appropriation for UT System and Knoxville Campus (including Oak Ridge, Tullahoma, Kingsport, and other UTK operations)</td>
<td>$33,545,000</td>
<td>$38,476,000</td>
</tr>
<tr>
<td>Chattanooga Campus</td>
<td>5,215,000</td>
<td>5,215,000</td>
</tr>
<tr>
<td>Martin Campus</td>
<td>5,385,000</td>
<td>6,005,000</td>
</tr>
<tr>
<td>Nashville Campus</td>
<td>2,392,000</td>
<td>3,042,000</td>
</tr>
<tr>
<td>Medical Units (Memphis and Statewide)</td>
<td>10,006,000</td>
<td>12,806,000</td>
</tr>
<tr>
<td>Agricultural Experiment Station</td>
<td>2,389,000</td>
<td>2,510,000</td>
</tr>
<tr>
<td>Agricultural Extension Service</td>
<td>3,410,000</td>
<td>3,583,000</td>
</tr>
<tr>
<td>Municipal Technical Advisory Service</td>
<td>196,000</td>
<td>256,000</td>
</tr>
<tr>
<td>Totals</td>
<td>$62,538,000</td>
<td>$71,893,000</td>
</tr>
</tbody>
</table>
In Development Programs

In addition to the growing involvement of the Development Council on behalf of the total University, effective and active support groups have been organized on each campus. At UT, Knoxville, this group is known as the Chancellor's Associates; at UT Nashville, the UT Nashville Associates; at UT Martin, the UT Martin Development Committee; at the Medical Units, the Chancellor's Roundtable; and at UT Chattanooga, the Trustees of the University of Chattanooga Foundation, Inc.

Several special gifts were received in the past year.

The John A. Hartford Foundation of New York gave the UT Memorial Research Center and Hospital a $125,494 grant to develop methods of producing a hormone used in treating some types of anemia.

The Robert Wood Johnson Foundation of New Jersey awarded a four-year grant of $116,500 to the College of Medicine for use as financial aid for minority, women, and rural students.

Four paintings valued in excess of $60,000 were given to the University by Mr. and Mrs. Alvin Ukman of Chicago.

The Pfeiffer Foundation of New York awarded the College of Pharmacy a $25,000 grant (which may be renewed up to four years) to develop a central radio-pharmacy for the medical complex.

More than $15,000 in private gifts made possible the development of the Clinical Cancer Unit, complete with a germ-free "life island" facility at the UT Memorial Research Center and Hospital in Knoxville.

A $20,000 gift from the Tom and Katherine Black Foundation made possible the expansion of the Intensive Care Nursery.

In the area of deferred giving, the largest single gift ever made to UT by a private individual—a $1,600,000 bequest in trust—came from the estate of a non-alumnus, the late Cecil M. Gooch of Memphis. This gift will endow scholarships for the Martin campus and the Memphis Medical Units.

Clayton Arnold brought his total gifts to the University to more than $1,000,000 at a special "surprise" birthday party hosted by the University in October, 1972.

The trustees of the estate of the late Fred Mason Roddy, an alumnus of the College of Engineering, presented the University with a $500,000 check, fulfilling Mr. Roddy's bequest under his will.

J.E. Moss, former superintendent of Davidson County schools and a UT alumnus, gave 70 acres of farm land valued at $420,000 to the UT Institute of Agriculture for the establishment of the J.E. Moss Endowment Fund, which will support scholarships and other awards.

In Personnel Relations

A systemwide organization to deal with employee relations pertaining to non-academic or supporting personnel was established this year.

The organization functions on three
levels. At the grassroots level on each campus are Employee Relations Committees representing the major management units. At the next level on each campus is an Employee Relations Council. These elected bodies have been formed to provide avenues of communication and advisement between campus administrators and employees, and to establish procedures whereby employees may seek redress for grievances.

At the system level is an Employee Relations Board, created as an advisory body to the president and his staff. This Board is composed of elected representatives of all campuses, and is headed by the UT president as chairman.

In Alumni Affairs

The basis of the total alumni program is the chapter operation, wherein the University is taken to local alumni chapters through the use of speakers, student panels, and multimedia productions. Through May 10, 1973, eight new alumni chapters were organized during 1972-73, bringing the total to 109. In 1971-72, there were 101 chapters, 66 in Tennessee and 35 out-of-state.

Total attendance at alumni chapter meetings for 1972-73 is expected to be 9,000, with an additional 3,000 alumni contacts made through receptions, TV parties for football and basketball games, and Women's Activities functions.

One of the most popular alumni service programs of recent years is the scheduling of group tours to other countries, introduced in 1971. In 1972-73, two tours were arranged, and both attracted capacity plane loads. In November, a group of 175 alumni and other UT contributors visited Ireland, and this spring two groups went to Greece.

The year brought another record for the Annual Giving Program, with a total of $716,073 being contributed by alumni and other friends of the institution. This total exceeded the previous year's record by $49,111. Within the next two years—by June 30, 1975—it is hoped that annual giving will reach $1,000,000.

At the present time only six public institutions in the United States raise $1,000,000 a year in annual giving. With the continued dedication, involvement, and commitment of a corps of volunteer leaders, and the continued support of the administration, the $1,000,000 goal can become a reality.
## Allocation of Capital Outlay Funds
### Authorized by the 1973 Session of the General Assembly

<table>
<thead>
<tr>
<th>Location</th>
<th>Project Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chattanooga</td>
<td>Old Library Renovation</td>
<td>$350,000</td>
</tr>
<tr>
<td></td>
<td>Founders Hall Renovation</td>
<td>$115,000</td>
</tr>
<tr>
<td></td>
<td>Campus Improvements</td>
<td>$179,000</td>
</tr>
<tr>
<td></td>
<td>P.E. Outdoor Facilities</td>
<td>$75,000</td>
</tr>
<tr>
<td></td>
<td>Commuter Student Parking</td>
<td>$150,000</td>
</tr>
<tr>
<td></td>
<td><strong>Sub Total</strong></td>
<td><strong>$869,000</strong></td>
</tr>
<tr>
<td>Knoxville</td>
<td>Austin Peay Administration Renovation</td>
<td>$990,000</td>
</tr>
<tr>
<td></td>
<td>Main Steam Plant Addition</td>
<td>$1,598,000</td>
</tr>
<tr>
<td></td>
<td>Campus Improvements</td>
<td>$163,000</td>
</tr>
<tr>
<td></td>
<td><strong>Sub Total</strong></td>
<td><strong>$2,751,000</strong></td>
</tr>
<tr>
<td>Martin</td>
<td>Browning Hall Renovation</td>
<td>$855,000</td>
</tr>
<tr>
<td></td>
<td>Campus Improvements</td>
<td>$155,000</td>
</tr>
<tr>
<td></td>
<td><strong>Sub Total</strong></td>
<td><strong>$1,010,000</strong></td>
</tr>
<tr>
<td>Medical Units, Memphis</td>
<td>Land Acquisition</td>
<td>$410,000</td>
</tr>
<tr>
<td></td>
<td>Central Purchasing and Physical Plant Building</td>
<td>$650,000</td>
</tr>
<tr>
<td></td>
<td>Clinical Sciences Building</td>
<td>$4,000,000</td>
</tr>
<tr>
<td></td>
<td>Dentistry Clinical Building</td>
<td>$4,283,000</td>
</tr>
<tr>
<td></td>
<td><strong>Sub Total</strong></td>
<td><strong>$9,343,000</strong></td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL All State Appropriations</strong></td>
<td><strong>$13,973,000</strong></td>
</tr>
</tbody>
</table>
## The University of Tennessee

### Budget Summary 1972-73 and 1973-74

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual Expenditures 1972-73</th>
<th>Proposed Budget 1973-74</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knoxville Division (Includes Knoxville Units and Space Institute)</td>
<td>$60,743,192</td>
<td>$68,749,284</td>
</tr>
<tr>
<td>University-Wide Administration, Programs &amp; Services (Includes Nurses Training, Joint University Center, Continuing Education, Urban &amp; Public Services, and Administration and Services)</td>
<td>5,286,457</td>
<td>6,549,995</td>
</tr>
<tr>
<td>Medical Units (Includes Medical Units at Memphis, Clinical Education Centers at Knoxville, Chattanooga, and Tri-Cities, and Memorial Research Center at the UT Hospital at Knoxville)</td>
<td>16,095,532</td>
<td>19,280,175</td>
</tr>
<tr>
<td>Martin</td>
<td>9,707,274</td>
<td>10,946,136</td>
</tr>
<tr>
<td>Chattanooga</td>
<td>8,258,304</td>
<td>9,575,757</td>
</tr>
<tr>
<td>Nashville</td>
<td>3,506,753</td>
<td>5,006,737</td>
</tr>
<tr>
<td>Agricultural Experiment Station</td>
<td>5,750,004</td>
<td>6,100,443</td>
</tr>
<tr>
<td>Agricultural Extension Service</td>
<td>8,910,887</td>
<td>9,313,970</td>
</tr>
<tr>
<td>Municipal Technical Advisory Service</td>
<td>401,924</td>
<td>681,788</td>
</tr>
<tr>
<td>County Technical Assistance Service</td>
<td>(a)</td>
<td>256,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$118,660,327</strong></td>
<td><strong>$136,460,285</strong></td>
</tr>
</tbody>
</table>

### Estimated Revenue 1973-74

- **Student Fees** $22,500,084
- **State Appropriations** $72,449,000
- **Federal Appropriations** $6,874,271
- **Gifts and Grants** $3,366,672
- **Sales of Educational Departments** $2,869,660
- **Sales of Auxiliary Enterprises** $23,330,373
- **Miscellaneous Revenue and Previous Year's Balance** $2,865,089

**Total** $134,255,149

(a) Not in operation.

*Not included is the budget for the Hospital and restricted funds from Gifts, Grants and Contract Research.
**Where UT's Money Comes From...**

**SOURCES OF INCOME, 1972-73**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Endowment Income and Other Sources: income from endowment funds and miscellaneous sources</td>
<td>$6,780,673</td>
<td>4.1%</td>
</tr>
<tr>
<td>Federal Appropriations: Morrill Act funds, primarily in support of Agricultural Extension and Experiment Station programs</td>
<td>$7,523,754</td>
<td>4.5%</td>
</tr>
<tr>
<td>Sales &amp; Services, Educational Departments: Revenue produced by educational departments for miscellaneous services rendered in connection with their programs. Includes services of UT Memorial Research Center and Hospital, Dental Operatory, etc.</td>
<td>$17,256,447</td>
<td>10.4%</td>
</tr>
<tr>
<td>Student Fees: Maintenance fees, out-of-state tuition, and other miscellaneous student fees</td>
<td>$21,506,913</td>
<td>13.0%</td>
</tr>
<tr>
<td>Auxiliary Enterprises: Income from operation of residence halls, apartments, cafeterias, and other facilities serving students and staff</td>
<td>$22,673,509</td>
<td>13.7%</td>
</tr>
<tr>
<td>Gifts, Grants, and Contracts: Includes receipts from private individuals, corporations, federal agencies, and foundations</td>
<td>$27,345,214</td>
<td>16.5%</td>
</tr>
<tr>
<td>State Appropriations: Funds appropriated by the State Legislature</td>
<td>$62,538,000</td>
<td>37.8%</td>
</tr>
</tbody>
</table>

**GRAND TOTAL**

$165,624,510 100.0%
### And Where It Goes

**USES OF INCOME, 1972-73**

<table>
<thead>
<tr>
<th>Supporting Programs / 39.4%</th>
<th>PRIMARY PROGRAMS / 60.6%</th>
</tr>
</thead>
<tbody>
<tr>
<td>$6,286,646 3.8%</td>
<td>$165,624,510 100.0%</td>
</tr>
<tr>
<td>3,859,349 2.3%</td>
<td></td>
</tr>
<tr>
<td>4,641,863 2.8%</td>
<td></td>
</tr>
<tr>
<td>11,157,116 6.7%</td>
<td></td>
</tr>
<tr>
<td>17,902,449 10.8%</td>
<td></td>
</tr>
<tr>
<td>21,493,400 13.0%</td>
<td></td>
</tr>
<tr>
<td>15,306,000 9.3%</td>
<td></td>
</tr>
<tr>
<td>18,511,635 11.2%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supporting Programs / 39.4%</th>
<th>PRIMARY PROGRAMS / 60.6%</th>
</tr>
</thead>
<tbody>
<tr>
<td>66,466,052 40.1%</td>
<td></td>
</tr>
</tbody>
</table>

- **Working Capital and Earmarked Reserves**: Funds required for increases in inventories and other working capital items necessitated by University's growth in programs
- **Libraries**: Operation of libraries on all campuses, including book purchases
- **Student Aid**: Scholarships, fellowships, work-study, prizes, and other awards
- **Maintenance and Operation of Physical Plant**: Building maintenance, janitorial services, power plant, repair crews, traffic control, other building and grounds expenses
- **Administration, Student Services, and Staff Benefits**: Administration of all campuses, including student services and fringe benefits for all faculty and staff
- **Auxiliary Enterprises**: Operation of residence halls, apartments, cafeterias, and other facilities serving students and staff
- **Extension and Public Service Programs**: Agricultural extension services to farmers, homemakers; general extension programs—correspondence courses, adult classes; consulting services to cities and industries, and training for government employees
- **Research**: Agricultural Experiment Station, sponsored research programs, and programs of organized research agencies such as Center for Business Research, Engineering Experiment Station, and medical research centers
- **Instructional Programs and Related Activities of Academic Departments**: Operation of undergraduate and graduate teaching programs, including related activities such as UT Theatre, Psychological Service Center, etc.

**GRAND TOTAL**
Looking Ahead

The foregoing examples of progress in all units of UT's statewide system show that 1972-73 was a good year for the institution. Virtually all of these examples are advancements in quality, products of a changing emphasis at The University of Tennessee.

But a great university must ever move ahead, and our efforts are already directed toward the future.

UT enters the new year facing constant challenges to the continuation of this forward progress. We are losing the Chancellors of two of our five campuses, with Dr. Archie Dykes leaving UTK to become the chief administrator of the University of Kansas and with Dr. William Masterson giving up his chancellorship duties at UTC to return to full-time teaching and research. We appreciate the contributions that Dr. Dykes and Dr. Masterson have made as UT administrators and wish them success in their future endeavors.

We shall fill these chancellorships temporarily on an acting or an interim basis, and one of our principal goals during the coming year will be to find the best available educational administrators to occupy these leadership positions on a permanent basis.

UT's emphasis on quality begins with the top administrators, but it especially applies to the faculty and staff as well as the student body. This institution is committed to the responsibility of bringing together outstanding personnel to carry out its teaching, research, and public service missions. Its value to society lies mainly in the capabilities of its faculty and staff. Hence, we must make every possible effort to retain our best personnel and to recruit new faculty and staff.
members who can add breadth and depth to those capabilities. This we are attempting to do by upgrading salaries, by offering special inducements such as distinguished professorships, by recognizing merit through strong tenure policies, and by providing adequate physical facilities to serve the needs of our personnel.

Recruitment of outstanding students is of parallel importance. This can be accomplished to some extent by offering scholarships and fellowships. But the most effective method of attracting the best students is to offer a superior faculty and broad programs of study; hence, the quality of the institution's personnel is the primary factor. The greatness of a university is the reflection of the greatness of its people.

The changing emphasis is on upgrading quality not only on the various campuses but also in the system organization itself. For that reason we shall, during the next year, conduct an intensive self-study of system operations, hoping to identify both strengths and weaknesses for use in future planning. It has been five years since the system was organized, which has been enough time to make such a study feasible. At our request the Southern Association of Colleges and Schools is setting up the guidelines for a system self-study, and UT will be the first in the region to undertake it.

In concluding, we express our gratitude to those who made it possible for the University to report the advancements contained in this document. We begin with those who are members of the University community: the Board of Trustees, the administrators, faculty and staff and student bodies of every campus, and the staff of the system's central organization. And we hasten to add the Tennessee Higher Education Commission, Governor Winfield Dunn and his staff, and the 88th General Assembly—particularly the members of the Assembly who worked closely with representatives of the UT campuses and system administration—for these groups provided the record-breaking financial support that the University needed to move ahead.

Others who made substantial contributions were the alumni, the Development Council, the support groups on the five campuses, and those who helped enrich the University's programs with their generous gifts and grants. We are deeply appreciative of the services rendered by all of these friends and supporters.

Respectfully submitted,

Edward J. Boling
President