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Annual Report of the President, the University of Tennessee to the Board of Trustees, 1982-1983: Promise of a Better Tomorrow

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THE BOARD OF TRUSTEES, 1982-1983

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The President of the University, Ex Officio
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Jan Petri
The 1983 legislative session, in which no funds were allocated for salary increases and only a continuation budget was approved, has left the University of Tennessee to face the most dismal year within memory:

Never before in my tenure with the University, nor during the years in which I was involved in the institution's fiscal affairs as State Commissioner of Finance and Administration, has the prospect for higher education been so bleak as it is under next year's state budget.

We face the possibility of losing key personnel, both faculty and staff, to educational institutions of other states and to business and industry, simply because we are falling even lower on the competitive pay scale.

We are further hampered in our ability to teach and conduct research because of limited funds for new or replacement equipment. Our statewide public service and extension programs are forced to retrench because of inadequate travel funds.

The prospect is dark, but there are significantly brighter days ahead if the Governor's proposed tax package is approved.

In launching his campaign for the Better Schools Program last January—a program he called "the most important proposal in my eight years as Governor"—Gov. Lamar Alexander emphasized that "better schools will mean better jobs and higher incomes for Tennesseans."

In conjunction with the Better Schools Program, the Governor proposed a four-year plan for increasing higher education appropriations and a "centers of excellence" approach to strengthening superior programs at state colleges and universities. The Governor's proposal was received with excitement in higher educational circles, and hopes for great progress were high.

Unfortunately, consideration of the program was deferred by the General Assembly until 1984.

Nevertheless, the Governor's proposal offers encouragement to all Tennesseans at a time when progress depends to a great degree on the availability of educational institutions to prepare executives and workers for high technology jobs.

In fact, I find the Governor's long range budgeting plan to be the most encouraging proposal in my tenure as University president. We should do all that we can in the months ahead to help bring to fruition the most progressive program in education in this state's recent history.

We are especially encouraged by this renewed concern for education, because fiscal year 1982-83 has been another in a too-long series of lean years. Yet another budget impoundment this year severely hampered the University's ability to make progress. We have had to limit or reduce enrollments to maintain quality. Planned expansions had to be deferred. Vacant positions have been left unfilled, many part-time teachers had to be released.

Private gifts have been our salvation, for they have helped us to retain some of our best professors and to attract some of the top students despite impoundments and a severe economic recession. In 1982-83, there were 67 outstanding teachers at all of our campuses holding professorial chairs and receiving salary supplements supported by alumni contributions or other special gifts. These 67 professors this year received a total of $337,663 in salary support, with individual amounts ranging from $2,000 to $62,876 for the year.

Clearly, had it not been for these salary supplements, it would have been difficult if not impossible to keep these professors during this trying year.

Despite the growth limitations of the past year, some progress was made, simply because of good management practices and the efforts of a faculty and staff dedicated to maintaining academic quality. These advancements, as well as the problems and needs, are summarized in the reports of campuses and units that follow.
Jim Jordan, accounting junior, and Tammy Cantrell of UTK Handicapped Student Services use a Kurzweil Reading Machine donated to the library by Xerox Corp. The machine combines a computer and voice synthesizer to read text aloud to blind and learning disabled persons.
Knoxville

This is a time of profound and responsible change for American higher education, particularly comprehensive state universities such as the University of Tennessee, Knoxville. These universities are changing at least partly in response to long-term changes outside themselves: the economy, the new technologies, the huge growth in public community colleges, the increasingly competitive international marketplace, and the call for differentiation and quality. Universities throughout the country are responding by improving strategies to plan, focus, and fund their activities.

UTK's Changing Mission

UT Knoxville has pursued such changes with many successes. UTK is a vigorous participant in the Tennessee Technology Corridor and is expanding its already significant relationship with Oak Ridge National Laboratory. Two years ago the campus introduced a program of selective admissions. A strategic planning group consisting of key faculty and staff is examining a wide range of institutional concerns. UTK is sponsoring selected corporate university research endeavors and benefiting from very successful private fund-raising efforts.

At the request of Chancellor Jack Reese, UT President Edward J. Boling appointed a 16-member Task Force on Institutional Assessment to evaluate UTK's approach to these and other opportunities for improvement. The Task Force called for a more precise mission statement which emphasizes UTK's role as the state's "comprehensive campus of excellence" and proposed a revised administrative structure and policy recommendations to help the institution implement that mission.

The Task Force recommended consolidation of undergraduate and graduate academic programs under a provost, improvements in UTK's program of selective admissions, qualitative improvements in teaching and research, significantly enhanced state support, and more extensive communications to the state about the nature and significance of the University.

Anticipating favorable action from the Board of Trustees, Chancellor Reese has appointed a committee to identify candidates for the provost position and acted on a number of other recommendations.

The Task Force recommended that the chancellor continue representing UTK to audiences beyond the campus. Chancellor Reese is involved in discussions with government officials and representatives of major corporations to assure an increased role for UTK in science and technology programs at Oak Ridge National Laboratory.

After Union Carbide Corporation's announcement that it will discontinue its role as contractor for federal energy facilities in Oak Ridge, the University filed a statement of interest in managing ORNL. When the Department of Energy indicated it prefers a single contractor to manage all its facilities, UTK focused on enhancing cooperative programs between the campus and ORNL. A Distinguished Scientist Program to attract nationally renowned scientists to UT Knoxville and ORNL has been announced, with participants to hold joint appointments at UTK and ORNL and conduct research in areas of mutual interest.

The University also is seeking to make more extensive use of the Oak Ridge complex for student training and research equipment.

Achievements by Students, Faculty

UTK students and faculty earned national honors in a variety of fields in 1982-83. The College of Education's student teaching program was rated in the top 4 percent of 900 programs in a national study.

UTK's College of Nursing ranked 12th of 124 colleges in a faculty quality survey conducted by the American Association of Colleges of Nursing.

A team of UTK undergraduate engineering students won the top award in the American Nuclear Society's international design competition—UTK's fifth first-place finish in the past six years.

After winning the national Moot Court Competition last year, a UTK College of Law team took second place in 1983.

Air Force ROTC Cadet Philip Young was selected the most outstanding Arnold Air Society Commander in the nation, and Army ROTC Cadet Stephen Hale was one of six national recipients of the Legion of Valor for scholastic excellence.

Five UTK faculty and staff members were elected to head the national organizations in their professional fields.

College of Law graduates continue to have the highest success rate among state law school graduates in passing the Tennessee Bar Examination (90 to 95 percent).

Dr. C.W. Minkel, UTK dean for graduate studies, served as president of the United States national section of the Pan American Institute of Geography and History.
Academic Programs Expand, Excel

UTK became one of the first universities in the nation to encourage campus-wide consideration of ways to improve classroom testing. The Learning Research Center organized an orientation session for new faculty which included a discussion of ways better quality tests can enhance learning.

Completion of the addition to Claxton Education Building in 1982-83 brought together faculty formerly housed in ten different locations. The Graduate School completed ten academic program reviews. A new Ph.D. program in social work was approved by the Tennessee Higher Education Commission. The doctoral-level counseling psychology program of the Department of Educational and Counseling Psychology received full accreditation.

The College of Home Economics gained reaccreditation for its undergraduate programs and Coordinated Undergraduate Program in Dietetics. The College of Education’s counseling psychology program gained full accreditation, and the School of Architecture implemented its revised curriculum.

Continuing Education expanded its course offerings in the community with “UT Downtown” credit courses and non-credit courses taught at a Knoxville senior citizen center.

Industry gifts of teaching laboratory equipment in the College of Engineering and implementation of an internship program in chemical, industrial and mechanical engineering have enhanced design experience for upper division students.

The campus community got its first look at the design of UT’s new main library. The 250,000-square-foot addition to the Hodges Undergraduate Library will house the general library collection and relieve shortages of student seating and faculty study areas. The state budget includes $400,000 to complete pre-planning work for the facility.

The library began transition to an automated circulation system in 1982-83 when bar code labels were placed on UTK’s 1.5 million-volume book collection. Patrons will use machine-readable codes on their identification cards to check out books.

Research Gets National Attention

Sponsored research contracts at UTK amounted to more than $20.24 million in the most recent fiscal year. This represented a 12 percent decrease from contracts processed in 1980-81, primarily because of cutbacks in federal research funding. The cutbacks were partially offset by an 11 percent increase in research funding from industries, foundations, and other sources.

Microbiologists from UTK received national news coverage for their discovery of naturally occurring bacteria which can break down some forms of polychlorinated biphenyl (PCB) pollutants. UTK anthropologists led a team of investigators in studying prehistoric Mud Glyph Cave drawings in a project funded by the National Geographic Society. The archaeologically significant cave art in Tennessee is unique in North America.

Exxon Chemical Co. gave the UTK College of Home Economics equipment and funds totaling $441,000 to support ultrafine fiber and nonwoven fabric research. UTK is now the only university in the world with a melt blown, nonwoven fabric processing laboratory for research on fibers used in filtration and insulation.

Chemists at UTK are at work on medical imaging techniques which will help physicians determine if breast cancer can be treated with drugs or whether surgery is needed.

Audiology researchers have developed a visual smoke alarm which could help save the lives of hearing-impaired persons.

Physics professors and their colleagues at Oak Ridge National Laboratory are constructing the first device in this country to measure “soft” X-ray emissions. The device will help scientists understand the makeup of metal alloys and may lead to the development of new materials.

UTK engineering faculty are providing new information and refinements in computer vision for “intelligent” robots. Five UTK robotics conferences in the past two years have attracted scientists from the U.S. and other nations.

The Bureau of Educational Research and Service at UTK is directing one of five federally funded programs in public school systems to help eliminate negative effects of sexual stereotyping.

Reaching Beyond the Campus

The College of Liberal Arts established the James R. Stokely Institute to advance liberal arts education in secondary schools in 35 Appalachian counties. The institute is funded by a $280,000 gift from the Andrew W. Mellon Foundation. Newport author Wilma Dykeman Stokely, a member of the Liberal Arts Board of Visitors, was instrumental in establishing this program named in memory of her husband.

College of Education faculty are involved in Tennessee’s “Basic Skills First” program, developing curriculum guides and conducting in-service training for participants in pilot projects.

The Directing Council of the Pan American Institute of Geography and History met at UTK, the first time this agency of the Organization of American States had met on a university campus or in a non-capital city of a member nation.

Senior administrators from 13 departments of state government took part in the first Tennessee Government Executive Institute. The Tennessee Department of Personnel and UTK Department of Political Science cooperated in the program to improve management and productivity in state government.

The Graduate School of Planning completed a handbook for industrial development for Tennessee’s cities (funded by TVA) and a study for the Technology Corridor, Planning and the School of Architecture cooperated in urban design studies for Chattanooga, and Architecture helped establish...
a Memphis Community Design Center.

The College of Nursing is providing continuing education programs for rural registered nurses and other health workers in the 16-county area surrounding Knoxville.

A computer-based Kurzweil reading machine in the Undergraduate Library is available for use by blind or learning-disabled East Tennesseans. The machine, donated by the Xerox Corporation, uses a voice synthesizer to read text aloud.

A spring "open house" attracted more than 1,000 visitors to see campus exhibits, hear concerts, and learn more about UT's academic and cultural life.

A $100,000 gift from the publisher of The Daily Times of Maryville and his wife will benefit School of Journalism faculty and students. The Tutt and Elizabeth Bradford Journalism Excellence Endowment Fund will provide scholarships, faculty development opportunities, and professorship salary supplements.

A campaign to raise $100,000 for the Department of Nuclear Engineering has been established. The fund honors Dr. P.F. Pasqua, head of the department.

Enrollment Falls

UTK's fall 1982 enrollment of 27,041 was about 1,500 below the number of students who signed up for classes in 1981. The decline reflected the second year of UT's selective admissions plan, continuing student employment at the 1982 World's Fair, and cost increases for higher education.

A new scholarship program was established to attract more academically outstanding students to UT Knoxville. Beginning in

1983, Tennessee National Merit and National Merit Achievement Award finalists and semi-finalists will receive automatic scholarships as well as top graduates of Tennessee community colleges.

An admissions counselor was hired to recruit minority students.

Eleven UTK administrators including two vice chancellors and three deans announced plans in 1982-83 to relinquish their administrative posts.

Funding Concerns

The impoundment of $3 million of UTK's budget had the greatest impact on teaching programs of any impoundment in the past three years.

The campus was able to respond without laying off full-time personnel, but a reduction in part-time teachers forced a cutback in the number of class sections offered during winter and spring quarters. UTK responded to earlier impoundments by taking money from equipment and operating budgets to fund faculty positions, but these previous cuts left no latitude in this year's budget.

With no revenue increase for the coming budget year, additional funds will not be available for raises or operating and equipment budgets. The situation is particularly frustrating because—had the proposed budget and one-cent increase in the sales tax been approved—UTK funding could have increased by 50 percent over the next four years.

Faculty Senate and student government leaders joined University administrative staff in contacting state administrative and legislative leaders to help make them aware of the need for improved funding for all higher education. These cooperative efforts to promote better funding will continue. Dr. Anne Hopkins, associate professor of political science who has chaired the Faculty Senate's Legislative Committee, will serve as a legislative assistant to the chancellor next year to help provide information on funding needs.

UTK completed installation of a cost-effective, computerized telephone system in 1983. Purchasing the 7,900 line system instead of leasing a comparable system will save about $11 million over the next decade, and the cost will be about $5 million less over the same period than the less sophisticated system replaced.
Space Institute

Since becoming dean last July 1, Dr. Kenneth Harwell has emphasized efforts to have UTSI designated a High Technology Development Center and has sought to expand academic and research programs in the areas of space station construction and artificial intelligence.

Major achievements of the year include the naming of Dr. Merritt Williamson as director of studies in engineering management. The program, offered through the College of Engineering at Knoxville, emphasizes quantitative techniques. It is offered in Kingsport, Knoxville, Nashville, Oak Ridge, and Tullahoma.

Despite reduced funding for energy research and development at the national level, UTSI's MHD research project remains one of the most successful in the nation. Besides demonstrating that the MHD process can burn high sulfur coal without polluting the atmosphere, UTSI research is working toward a solution of the acid rain problem.

Due to the shift in emphasis from energy research at the national level, UTSI is diversifying its research to avoid major dependence on energy projects. Funds are needed as seed money for high technology education and research, and for advanced instrumentation and research equipment.

UTSI has the resources to become a nationally recognized center in the computer engineering sciences.

Emphasis on new research areas has added ten research staff members and faculty and several new research laboratories funded by federal agencies. Additional lab space is critically needed to house the new high energy laser propulsion, electro-optics, gas dynamics, and aeropulsion laboratories.

Gift Honors Goethert

The family of Dr. Robert L. Young, UTSI professor of mechanical engineering, has established the Dr. B. H. Goethert Graduate Studies Scholarship Award in recognition of Goethert's service to UTSI as dean and to the field of high technology. Keith Anspach was selected as the first Goethert scholar. A professorship also is being established in honor of Goethert. Approximately $55,000 has been contributed, some $27,000 of it from UTSI faculty and staff.

An outstanding student achievement of the year was the second-place finish by Abdolhossein Nournejad in the graduate division student research paper contest at the American Institute of Aeronautics Southeastern Regional Student Conference. Nournejad is a graduate student in aerospace engineering.

Faculty Achievements Noteworthy

Dr. Robert Young is chairman this year of the professional commission which accredits all engineering programs throughout the United States. Dr. Horace Crater will participate in an international conference in high energy physics in Russia next year.

The American Institute of Physics has recognized Dr. Mitsuru Kurosaka and his research team for the discovery of an explanation of the Ranque-Hilsch effect, a separation of swirling air into hot and cold streams.

Dr. Walter Frost, director of UTSI's Atmospheric Sciences Division, has received the Losay Atmospheric Sciences Award for scientific leadership and contributions to environmental research in the fields of atmospheric turbulence, fluid flow, and aeronautical systems safety. Dr. John Dicks contributed to several national position statements of the American Association of Engineering Societies and was appointed alternate delegate to the World Energy Conference.

Dr. B.H. Goethert, UTSI dean emeritus, left, looks on as Dr. Robert L. Young discusses "The Dr. B.H. Goethert Graduate Studies Scholarship" with Keith Anspach, UTSI graduate student and first Goethert Scholar. Anspach will study computer applications to aid the handicapped.
National attention was focused on the University's successful liver transplant program at the UT Medical Center's William F. Bowld Hospital. During the program's inaugural year, 13 patients received donor organs transplanted by members of the surgical team, which includes Drs. James W. Williams, Louis G. Brit, and Thomas G. Peters. Dr. Williams played a major role in increasing public awareness of the need for organ donation by giving testimony before a subcommittee of the U.S. House of Representatives. The UT Medical Center has one of only four liver transplant programs in the nation.

In related events, Dr. Brit was honored with the prestigious L.M. Graves Award, presented each year to the person who makes the greatest contribution to the health of the Memphs community. Dr. Brit began the University's organ transplant program a decade ago when he performed the first kidney transplant in Memphis. While years of research led to kidney and liver transplantation, new research will help provide tomorrow's medical care and health care. At Bowld Hospital's Clinical Research Center, UTCHS faculty have under way many clinical investigations including research on the effects and properties of Cyclosporine, the drug used in transplant surgery to suppress the body's immune system which causes organ rejection after transplantation.

Despite the recession and impounding of state funds, many other instances of specific progress can be noted at the Center for the Health Sciences. The American Dental Association selected the UT College of Dentistry to develop and conduct a pilot program to help new dental graduates make the change from student to practitioner. The program, directed by Dr. W. Thomas Fields of the Department of Preventive and Community Dentistry, helps establish associationships. Another dentistry externship program in Tri-Cities was initiated for senior students. This approach allows students to experience the practice of dentistry away from the College of Dentistry in Memphis.

In the College of Medicine, a nutrition internship and residency program was initiated, and a full six-year accreditation was received from the Accreditation Council for Continuing Medical Education. The National Institutes of Health made a grant of more than $580,000 to the departments of medicine, pediatrics, and microbiology and im-
munology to train graduate students and postdoctoral fellows in infectious diseases, microbiology, and immunology.

At the UT Memorial Research Center and Hospital at Knoxville, the surgical residency was reaccredited.

The U.S. Department of Health and Human Services awarded a three-year grant to the College of Nursing for graduate programs in pediatric and maternal nursing.

Work in the College of Pharmacy has the potential to save consumers money on pharmacy costs. Dr. Vasilios Skoulakis, director of the Drug Information Center, serves on the Medicaid Formulary Committee, which evaluates drug use. The Drug Information Center assists by documenting and making recommendations regarding drug effectiveness. This function has the potential for saving citizens of the state millions of dollars each year in pharmacy costs.

The College of Pharmacy also is seeking to establish strong research components in biopharmaceutics and pharmacokinetics. More than $300,000 for research in these areas was obtained from industry and government during the year.

Biostatistics High Priority

The highest priority need of the CHS campus as a whole is a Division of Biostatistics and Epidemiology. Great strides have been made toward meeting this need through a generous gift from Abe Pough and the Pough Foundation. This division is fundamental to the support and development of all other programs. Another campus-wide need is additional support for the library. More money is needed for subscriptions, both periodicals and books, to compensate for funding cuts of past years. Money for equipment purchases also is desperately needed, both to replace outdated instruments and to keep pace with technology.

An animal facility is a crucial need, as are scholarship and student loan funds and money for faculty salaries. New faculty are also needed.

The answers to many of the campus' crucial needs come from private gifts. This year saw the establishment of the first fully funded academic chair, the Simon Ruvin Bruesch Endowed Alumni Professorship in Anatomy in the College of Medicine. Alumni contributed more than $1.2 million for the professorship. Another private giving effort resulted in the Faustin Neff Welker Endowed Fellowship in Orthodontics, which provides a graduate fellowship in the Department of Orthodontics, College of Dentistry. Gifts totaling $218,000 were received from alumni of the department.

The Crippled Children's Hospital Foundation has made an additional commitment to UT to establish the Crippled Children's Hospital Foundation Forum on Child Health. A five-year grant totaling $200,000 will sponsor an annual scientific symposium to discuss children's health issues.

Efforts are under way to provide specialized equipment and two new surgical suites for the UT Organ Transplant Program, and the College of Dentistry alumni board of trustees has endorsed an effort to raise $1 million for a College of Dentistry Alumni Endowment Fund.

Students, Faculty Excel

Both students and faculty have received significant honors and grants during the year. Pamela Close, a third-year medical student, has been selected chairperson-elect of the Organization of Student Representatives of the Association of American Medical Colleges. Dr. Donato Vigliano received the 1982 Outstanding Resident Award of the Southeastern Society of Plastic and Reconstructive Surgeons. Nineteen percent of the College of Dentistry graduates had average scores among the highest in the nation on National Board Examinations. Doctors of Pharmacy students continue to be highly recruited for postgraduate residency positions, with half to two-thirds of the graduates going into these programs.

Among faculty members honored were Dr. Raymond Tanner, professor of radiology and assistant dean of the Graduate School, who was appointed chairman of the new Commission on Physics of the American College of Radiology; Mary McCain, chairman of medical record administration, appointed chairman of the Council on Education of the American Medical Record Association; Dr. Joe Hall Morris, chairman of the Department of Oral Surgery, who developed a new articulator which assists with diagnosis and treatment planning of orthognathic surgery; and Dr. Preston Dilts, chairman of obstetrics and gynecology, elected chairman of the Council on Resident Education in Obstetrics and Gynecology.

Major grants were received by Dr. Robert Jordan, Jr., director, Child Development Center, $1.7 million from the U.S. Department of Health and Human Services; Dr. Kalat Malk, professor of pharmacology, $783,000 from the National Institutes of Health; Dr. Leonard Share, chairman, physiology and biophysics, $629,000 from NIH, and Dr. Carmen Luzzio, professor, medical biology, $565,000 for leukemia research, also from NIH.

Students and professors have won significant honors and grants during the year.
Despite the third consecutive year of state-imposed impoundment of funds, the University of Tennessee at Martin has made great strides toward achieving Chancellor Charles E. Smith's goal of becoming Tennessee's quality university. And, although the campus faces the prospect of a fourth year with no new money, there's optimism about UTM's future.

UTM has advanced from sixth to second among Tennessee's nine universities in quality points awarded by the Tennessee Higher Education Commission. The Martin campus ranks second only to UT Knoxville, according to THEC data. THEC ranked state universities according to number of academic programs accredited; performance of graduates on tests; evaluation of programs and services by students, recent graduates, and community-employer representatives; and peer evaluation of institutional programs.

To enhance the quality of UTM's academic program, a 12-member faculty academic review committee has been established. This group will develop a plan for internal review of all academic programs and make recommendations for improving the quality of the Martin campus's overall academic program.

Another THEC study shows UTM has achieved the highest stable enrollment growth among the nine state universities during the first three years of the 1980s. Since 1979, enrollment among the nine schools declined by an average of 4.6 percent, while UTM's enrollment increased by 7 percent. Enrollment is at almost precisely the level essential for efficient operation of the campus. UTM will work to sustain an enrollment of plus or minus 2 percent of the fall 1982 level of 5,525.

Data compiled by the American College Testing Program show that UTM has one of the most successful general education programs in the nation. ACT tested sample populations of freshman and senior students at 59 senior institutions nationwide to determine the impact of each college and university on the development of certain skills and values. UTM ranked third among participating schools.

Academic Budget Protected

In a year of shrinking resources, UTM made a concentrated effort to protect the academic budget. Earlier this year, when a 5 percent impoundment was imposed on all UT campuses, UTM limited cuts in the academic budget to 1.7 percent. And, in the budget just completed for the 1983-84 fiscal year—with no new money from the state expected—UTM has reallocated $140,000 to the academic budget for promotional increases, equity adjustments, and summer school pay for faculty.

With reallocated dollars and other one-time funding, UTM will acquire computer hardware to accommodate instruction and research needs. Accreditation of programs in business administration and communications will remain a high priority. Upgrading educational equipment and materials in UTM's fastest growing programs—computer science, communications, business administration, and engineering technology—will remain a major academic goal.

Expansion of the Nihon University summer program into a nine-month offering will provide additional funds for UTM's academic programs and contribute to the cultural experiences of UT Martin students and residents of Northwest Tennessee. The program—which will bring 100 of Nihon's finest engineering students to the Martin campus—is funded by the Japanese government and Japanese student fees; no state tax dollars are involved.

As the fiscal year drew to a close, annual giving at UTM was up 10 percent over the same period last year.

UT Martin's Development Committee, under the leadership of newly appointed Vice Chancellor for Development Nick Dunagan, plans a feasibility study for an approximate $1 million campaign to benefit academic programs. Funds are expected to be used for academic scholarships, library acquisitions, faculty development, and professorships.

Programs Attract Top Students

During 1982-83, UTM took pride in initiatives to enroll more high-achieving students. The University Scholars Program continued to attract the state's most academically talented students. The $250,000 University Scholars scholarship fund was created from the Gooch Scholarship Fund and other private dollars. A Leaders-in-Residence scholarship program is attracting record numbers of Tennessee's high school salutatorians, Beta Club presidents, and student government or senior class presidents. UTM also attracted more high school valedictorians receiving National Alumni Association awards.

Last summer, the Martin campus hosted the first State Department of Education-
sponsored Tennessee Institute for Excellence, a six-week program for the state’s best high school students. Plans for a 1983 summer institute at UTM were a casualty of the Legislature’s decision to defer the Governor’s Better Schools Program.

UTM students continued to be successful in gaining admission to professional schools, and their performance record remains above average. In April, UT Martin was recognized by the UT Center for the Health Sciences for the number of outstanding UTM students who continue their professional education at UTCHS.

UTM’s Peer Enabling Program—which matches specially trained student counselors and faculty advisers with new freshman students—and refined academic and career counseling have improved UT Martin’s student retention rate dramatically.

Internationally acclaimed speakers lectured on campus during the year and UTM continued to produce television programs for WLJTV, the West Tennessee public broadcast station. Communication students benefit from the hands-on experience in television production.

Representatives from state government, UT, and the West Tennessee agricultural community broke ground in mid-year for the West Tennessee Agricultural Pavilion. The 3,500 seat facility should be completed in spring 1984.

Former President Jimmy Carter, Gov. Lamar Alexander, and other officials joined with Tennesseans to pay tribute to the speaker of Tennessee’s House of Representatives during Ned Ray McWherter Appreciation Day in December at UTM.

Appropriations Increase Hoped

At UT Martin, opportunities for the future are many, and needs are great. Passage of both the Better Schools Program and state tax increases early next year would provide a four-year boost of 41.5 percent in UT’s state appropriation, the largest increase in modern times. In addition, salary increases averaging 5 to 6 percent each year would be funded under the proposed plan. And, if the rate of inflation continues at a low level, the appropriations and salary increases assume even greater value. The massive infusion of new dollars would enable UTM to step forward once again with teachers proud and secure, instructional equipment and up-to-date, operating budgets sufficient to purchase adequate instructional material, and physical facilities properly cleaned and maintained.

Former President Jimmy Carter, Gov. Lamar Alexander, and U.S. Senator James Sasser were among dignitaries who gathered at UT Martin on Dec. 4 to honor Tennessee House Speaker Ned Ray McWherter.
Increasing Quality and Outreach

A high priority of UTC is attracting more and better students. Enrollment resumed a pattern of growth last fall, increasing to 5,804 full-time equivalent students. Continually, a special effort is made to recruit academically skilled students. This year, high school juniors were brought to the campus to tour, visit classes, and meet faculty. An annual National Merit Conference, attended by 80 students with high SAT and ACT scores, was held at the beginning of the spring semester. A work scholarship program was introduced for new students with a minimum 3.0 grade point average in high school.

The list of student achievements this year is impressive. Now in its sixth year, William E. Broock Scholars Program graduated students who have been accepted into graduate programs at prestigious universities. Many will be supported by scholarships and teaching fellowships. UTC graduate students have also received top honors. For example, Charles Stein, a 1982 Master of Science graduate in music, placed second in the individual Artist Fellowship program competition.

Among faculty who have received significant recognition this year are Dr. Russell Linnebaum of the history department, who edited a book Alain Locke: Reflections of a Modern Renaissance Man, which was nominated for the Merle Curti Award for books in American intellectual history. Professor Jane Lamb of the social work department was elected president of the Tennessee Association of Social Workers, and Dr. Ron Cox, dean of the School of Engineering, will chair the Tennessee Council of Engineering Deans. Dr. Walker Breland was chosen for an academic administrative internship as a fellow of the American Council on Education.

Academic Programs Reviewed

Academic programs are reviewed periodically to ensure continued high quality instruction. During the past year, the bachelor’s degree program in social work was reaccredited, and the university received the approval of the American Assembly of Collegiate Schools of Business for the undergraduate programs of the School of Business Administration. The Department of Music has recently undergone a reaccreditation review, and the Schools of Education and Engineering hosted visiting review teams this year. In addition, the MBA program in the School of Business Administration will seek accreditation, and with assistance from The University of Chattanooga Foundation, Department of Home Economics programs will prepare for accreditation. UTC is very close to achieving its goal of having all eligible programs accredited.

A master’s degree program in English was approved in environmental studies is awaiting approval by THEC. The UTK/UTC graduate center will expand its offerings. Through a National Endowment for the Humanities grant and matching funds from the foundation, the Writing-Across-the-Curriculum project will continue. The development of advisement procedures for black students with science majors has been aided by a Minority Achievement grant. A grant of more than $50,000 has enabled rural teachers to gain certification in special education. A grant to the Department of Curriculum and Instruction has funded an accelerated master’s degree program in elementary education with an emphasis on early childhood education.

Facilities Grow

The 12,000-seat UTC Arena opened in October. Overflow crowds have enjoyed
entertainment and athletic events in this facility built with the cooperation of city, county, state, and university. The building has filled both university and community needs for a multi-purpose facility. Completion of Phase I of the Oak Street Apartments added 192 spaces of resident student housing. An addition to the bookstore also was completed this year, and an expansion of the University Center is targeted for completion by fall 1983. The UTC Library, with assistance from the Lyndhurst Foundation, has expanded its holdings and added bibliographic instruction and an automated circulation system. The library remains a high priority for private support.

The new Adult Student Services Center operates during the afternoon and evening, providing "one-stop shopping" for adult students who are enrolling at UTC in increasing numbers. Implementing an energy management system throughout the campus also has been a high priority. UT's capital outlay request for the past year was headed by a project to expand the UTC energy plant. New and expanded buildings have taxed to the limit the current energy facility. To maintain comfort levels for the campus, this project has been assigned the highest priority. In 1982-83, alumni and friends gave and pledged approximately $1.5 million to UTC. This money supports scholarships for outstanding and deserving students, faculty professorships and other faculty awards, scientific research, and general enrichment. Private gifts also demonstrate pride in UTC, which instills in faculty and staff a desire to do even better work.

A Look Ahead

Although budgetary constraints resulting from the current economy and the set-aside continue to limit the institution's ability to meet faculty, operating, and equipment needs, prudent management of available resources has allowed progress in some areas. As UTC approaches its centennial celebration, hopes are high and efforts are directed toward maintaining a sense that "the best is yet to come."

Completion of the Oak Street Apartment complex added 192 resident student housing spaces, bringing the total housing spaces at UTC to 976.

Michael Jones is one of 76 students in the prestigious Brock Scholars program designed for academically gifted students.
The 1980s have been difficult years for agriculture, Tennessee's leading enterprise. Difficult times, however, have caused the Institute of Agriculture to grow stronger in its commitment to teaching, research, and extension efforts in all agricultural disciplines.

Changes Strengthen Teaching
The past year has been a strengthening period for the College of Agriculture in Knoxville. Major curricula and course revisions were made, and a new faculty position will provide for teaching computer applications in agriculture.

An academic reorganization last year formed the School of Agriculture and Home Economics at Martin. The school's student body continues to show a significant increase in female students and students from non-farm backgrounds.

The College of Veterinary Medicine placed particular emphasis on the areas of pet-human bond, animal behavior, and ethics and values in the veterinary medical profession. The college sponsored a unique symposium emphasizing ethics and professional values and their inclusion in the veterinary medical curriculum. Representatives from all colleges of veterinary medicine in the United States and Canada attended.

Students Excel
Strength in academic areas strengthens students. At the College of Agriculture, John David Walker was named the nation's outstanding animal science junior; the American Society of Horticultural Scientists named Luke Stapel the "Outstanding Club Member" in the Southern Region; Ann C. Underwood was selected as one of ten most outstanding students in the nation by the national forestry honor society, Xi Sigma Pi; and the Society of American Foresters cited David Turner for the best academic record of any forestry student in the Southern Region. Two graduate students placed second in regional and national competitions for paper presentations, and the livestock, meats, and soils judging teams placed first or second in their regional contests.

The number of high quality applicants to the College of Veterinary Medicine continues to exceed the number of available positions. Sixty students will be admitted in the fall of 1983, replacing the 55 who graduated this spring.

Research Solves Problems
The Agricultural Experiment Station is part of a national research network designed to solve problems at the state, regional, and national level. The following were among the major agricultural research advancements of the past year.

"UTIA scientists recently discovered a strain of orchardgrass which produces embryos directly on the surface of leaf segments. These embryos can be cultured in the laboratory and grown into individual plants. This discovery of the ability to grow whole plants from single cells is a necessary component of genetic engineering, which should contribute significantly to crop improvement."

"A major discovery of how fungus attacks and kills cotton seedlings was made. UTIA scientists provided the first photographically documented evidence under soil conditions that infection threads from the fungus grow toward cotton seedling roots in response to chemical compounds released by the cotton roots. The next step is to devise ways to make the fungus more susceptible to control agents."

"The College of Veterinary Medicine research base continues to develop through outside funding from the National Institutes of Health, National Science Foundation, and the U.S. Department of Agriculture. More than $1 million has been committed to projects over the next three years."

Carrying Programs to People
The UT Agricultural Extension Service carries educational programs to people in each of the state's 95 counties. Extension's agricultural program emphasis is to help Tennessee's farmers reach the goal of marketing $2.3 billion (in 1979 prices) worth of crops and livestock by 1990. High-priority areas include management and finance, marketing, conservation, soil fertility, chemical use, and herd health. During the first five months of 1983, 175 educational meetings were held to teach management and marketing skills to farmers. Increased training in computer use in agriculture brought more than 1,500 persons to Extension computer conferences.

For the fourth consecutive year, Tennessee's 4-H Club program produced more national winners (18) than any other state. More than 12,000 volunteer adult leaders assisted Extension staff in 4-H work.

"Building on the Basics," an education program of Extension home economics, emphasizes the basics of food, shelter, and clothing to help Tennesseans manage and improve economic well-being. More than 95,000 families have been involved. The Expanded Food and Nutrition program, currently in 32 counties, reached an additional 11,000 families and 20,000 youth of low-income families.

The College of Veterinary Medicine Teaching Hospital provided consultation, referral, and local health care for more than 42,000 livestock, companion, and zoo animals during the year. The teaching hospital is a statewide resource with numerous referrals from West Tennessee, particularly the Memphis area.

Veterinarians in Tennessee and surrounding states depend on the College of Veterinary Medicine for continuing education opportunities to meet requirements for annual relicensure. Last year 1,500 veterinarians and other medical professionals attended the 22 programs sponsored by the college.

Gifts Gain Importance
Private gifts have become more important in recent years because public funding has not kept pace with financial needs. Gifts to the College of Agriculture this year made possible a visiting lecturer program and
provided scholarships, equipment, and faculty development opportunities.

Private gifts are helping the College of Veterinary Medicine in the critical areas of faculty development, alumni and professional affairs, and acquisition of special medical equipment.

Current Needs

UTIA's agricultural teaching efforts are weakened by inadequate laboratory equipment. Funds are also needed to support field laboratory activities, campus improvements, and administrative and instructional support. A prime concern is salaries to recruit and keep superior faculty.

In veterinary medicine, three years of impoundments and reductions have resulted in a less than optimum number of faculty, incomplete development of the clinical program, and inadequate utilization of the college's resources.

Restrictions on personnel and operating funds are impeding research progress.

Equally important is the lack of funds to purchase precision laboratory equipment. Physical facilities have deteriorated due to a shortage in maintenance funds.

Extension currently has 52 professional positions vacant, and funds are urgently needed to staff and support these positions. Additional resources are needed to provide competitive salaries for staff and operating funds.

Staff members of the College of Veterinary Medicine prepare to x-ray a four-footed patient.
During the 1982-83 fiscal year, agencies of the Institute for Public Service made significant strides in providing valuable, cost-effective services that met the priority needs of cities, counties and small businesses.

For the 12-month period, IPS responded to more than 32,000 requests for assistance, and more than 25,000 persons attended 1,072 training programs. Particularly significant is the fact that these record levels occurred with an overall 26 percent reduction in staff during the past three years.

Other significant highlights of 1982-83 include the following:

**Local Officials Training**
A record turnover occurred in last August's county general elections with more than one-half of the county executives and more than 40 percent of the county commissioners elected for the first time.

More than 700 of these new officeholders attended a two-day orientation program jointly arranged by the Center for Government Training and County Technical Assistance Service, agencies of IPS. The attendance nearly doubled the previous record for the quadrennial event. Because of the keen interest of these new officeholders as well as incumbents, CTAS and CGT launched a "Tennessee County Officials Certificate Training Program," a series of professional development courses to help local officials manage effectively. Response to the series has been excellent, with many workshops filled to capacity.

The success of the county course led CGT and its sister agency, Municipal Technical Advisory Service, to commit funds to initiate in 1984 a "City Recorder/City Clerk Certificate Training Program."

Both efforts demonstrate the strength of the IPS structure in its ability to utilize resources to meet critical needs.

**Cost Savings Services**
All IPS agencies are involved in the delivery of assistance or training that should either reduce actual cash outlays or avoid increased costs. Savings result from efforts such as adopting new technologies, streamlining operations, improving efficiency, or simply considering alternatives.

Examples of significant cost saving decisions during the past year are:
- Nine counties asked CTAS staff to help identify ways insurance costs could be reduced. Using CTAS-developed specifications that met both state law and each locality's needs, the nine counties together saved about $1.35 million in premiums by competitively bidding the coverage.
- Through the efforts of the Center for Industrial Services, an Upper East Tennessee radio station expects to realize $300,000 in additional revenue during the next two years. This improved revenue situation resulted from the station manager's request for assistance in targeting his format to a specific age group and the comprehensive marketing plan developed by a UT Knoxville broadcasting professor.
- As the City of Clarksville prepared for the installation of a new computer system, officials asked for assistance in order to make the process as smooth as possible. During their work, MTAS staff found that the city could save an estimated $60,000 annually in operating its water system by improving daily cash flow reporting procedures, improving disbursement procedures, and reading meters quarterly instead of monthly. The changes eliminated four full-time positions and reduced office work time to four days per week.

**National Recognition**
The Critical Care Education Center is recognized nationally for providing continuing career development opportunities for nurses and other health-related professionals. Professionals from throughout the country attend its workshops and view its videotapes.

Recently, the center assumed responsibility for all editorial content in the bimonthly journal, Critical Care Nurse. With a circulation of more than 25,000 subscribers attained in about two years, the magazine adds another dimension to CCEC's continuing service to nursing personnel.

**Emergency Medical Services**
The past fiscal year brought a resurgence in funding for local government emergency medical services. As a result, CCEC has re instituted its Paramedic Training Program, discontinued in 1982 for lack of funds. Thirty students began the first class offered in nearly two years in Middle Tennessee. During the next three months, the students will devote 688 hours to the training.

CTAS Senior Field Advisor Billy C. Rodgers, right, welcomes a county official to the two-day orientation session for new office holders arranged by IPS agencies.
Continuing Education

The statewide Division of Continuing Education met its 1982-83 objectives to the extent that funds were available. Despite fund cuts at the federal and state levels, Continuing Education staff members remain optimistic. The staff has tried to develop a better understanding among legislators and government officials of the educational needs of the citizens of Tennessee.

Center Offers Off-campus Instruction

The Center for Extended Learning administers the correspondence program and videotape telecourses in cooperation with the University's four primary campuses. The center's goals are to maintain high quality instruction and gain wider recognition among faculty and potential students for these learning opportunities.

This year, two videotape programs from the UT campus, English 1010 and Chemistry 1110-20, were tailored specifically for high achieving, college-bound high school seniors. Students viewed the videotapes in their high schools and came to the UT campus for laboratory work.

In 1982-83, the Center for Extended Learning and the College of Pharmacy launched an independent study certificate program in self-care consulting. The program was developed by Dr. Quentin Smika and Dr. Timothy Self under a grant from the U.S. Department of Education.

Independent study enrollments for 1982-83 are expected to total about 4,000. Students from 85 of Tennessee's 95 counties, 45 other states, and 12 foreign nations participated.

The Center for Extended Learning offers college, high school, and non-credit independent study courses. Sixty percent of the total enrollments in 1982-83 were in college credit courses. High school enrollments were 27 percent of the total, and non-credit enrollments 13 percent.

Radio Services Involved with Fair

A highlight of the year for the Department of Radio Services was WUOT's involvement in the 1982 World's Fair. Special programs were broadcast live from the fair site. The station scheduled programs in connection with each visiting country's special emphasis week.

WUOT had a major role in ArtFest 82 and sponsored live entertainment in downtown Knoxville during Saturday Night on the Town. The station also sponsored a concert by the Ensemble Instrumental de France.

The department's tape network and program guide mailing lists have been computerized, resulting in savings.

Several adjustments were necessary to offset a growing budget deficit. The WUOT/WUTC daily broadcast schedule was reduced, and the monthly program guide was scaled down. One syndicated program series was dropped from the broadcast schedule, and no new recordings were purchased.

Lack of operating funds forced the cancellation of one program series among those produced and distributed by the tape network to Tennessee's commercial radio stations.

A microwave interconnect between Knoxville and Chattanooga is needed so WUOT programming can be led to WUTC in stereo. WUTC also needs a full-time local manager.

On the bright side, more than $53,000 was pledged during an over-the-air fund raising effort for WUOT. It is anticipated that 95 percent of the pledges will be honored.

TV Services Fills Telecommunications Needs

The goals of the Department of Television Services are to provide well-equipped facilities and professional staff to serve the University's telecommunications needs. Requests for services have increased this year.

Television Services videotapes credit courses for the UT closed circuit television system. The department also provides remote production, videotape editing, and tape duplicating.

Courses have been produced and videotaped during the year for UT Continuing Education, the Center for Extended Learning, and the Center for the Health Sciences.

The most notable achievements of the past year have been the studio production and network distribution of "The Johnny Majors Show" and "The Don Devoe Show." This marks the first time all television production involving football and basketball has been done in-house.

The staff responds to many requests for television needs assessment and planning from throughout the University. There has been a sizable increase in the requests for services requiring technical expertise. The greatest challenge facing the department is keeping current in the application of available technology and resources to meet UT's telecommunications needs.
Systemwide Developments

Enrolment once again dropped during 1982-83, showing a decrease of 1,600 students from the previous fall. UT Chattanooga was the only campus to record an increase.

Fees Up Again
During 1982-83, it was once again necessary to raise fees. Increases of 10 to 20 percent went into effect last summer at all UT campuses. For the coming year, no general fee increase is planned.

When the state legislature deferred consideration of the Master Teacher Program, it also put on hold proposed tax increases which were to have boosted appropriations for higher education. With no new tax revenues, a continuation budget was passed.

The University is committed to the 70-30 state-student split for payment of educational costs. Since no new money will be available from the state in 1983-84, students will not be asked to pay higher fees. There will be no pay raises for faculty and professional staff. But clerical and supporting staff will receive 3 percent increases from money made available by discontinuing the well-pay plan. Well pay cost the University between $900,000 and $1 million during 1982-83 by rewarding employees for not using sick leave. The state did not directly fund the plan, and it had to be paid from University funds.

The state appropriated $400,000 for use this year in preplanning of the UT-Knoxville library expansion, and $400,000 more has been designated to complete preplanning in 1983-84. Other capital appropriations for next year include $2.9 million for maintenance projects such as reroofing and renovating buildings at all campuses and $1.5 million for handicapped compliance projects.

New Buildings Come on Line
UT has awarded construction contracts in the amount of $5,122,688 during the past year. Total value of projects under construction during 1982-83 is $88 million.

Fall quarter enrollments for 1981 and 1982 for UT's four campuses were as follows:

<table>
<thead>
<tr>
<th>Campus</th>
<th>1981</th>
<th>1982</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knoxville</td>
<td>28,601</td>
<td>27,041</td>
</tr>
<tr>
<td>Center for the Health Sciences</td>
<td>2,118</td>
<td>2,026</td>
</tr>
<tr>
<td>Martin</td>
<td>5,538</td>
<td>5,525</td>
</tr>
<tr>
<td>Chattanooga</td>
<td>7,483</td>
<td>7,543</td>
</tr>
<tr>
<td>Total</td>
<td>43,740</td>
<td>42,135</td>
</tr>
</tbody>
</table>

(Source: Office of Institutional Research)

Several major building projects totaling nearly $28 million were completed during the past year—the Claxton Education Building addition at UT Knoxville, the Pathology Building renovation at UTCCHS, and the sports arena and bookstore addition at UT Chattanooga.

Major projects under construction include:
- UT Hospital addition, Knoxville. This $44 million project will provide 300 new in-patient rooms, 30 special care beds, an intensive care newborn center, a new radiology department, and a new major surgery suite.
- Renovation of the Crowe Building (phase II) at UTCCHS. The renovation of part of the third floor and all the fourth floor will cost more than $1.4 million.
- West Tennessee Agricultural Pavilion at UT Martin. The $1.6 million covered arena will provide space for livestock evaluation and judging of events associated with courses in animal management.
- University Center addition at UT Chattanooga. Additional meeting and conference facilities and office space for student activities will cost $1.3 million.
- Library/Nursing Building, UTCCHS. This $8 million project will provide 90,000 square feet of space for a new library and for the School of Nursing.
- Projects in the design phases total $60,855,000 and include library expansion, assembly center and arena, correction of code deficiencies in student housing, UT Knoxville; single student housing, Oak Street, Phase II. UT Chattanooga, renovation of the Goodman House, UT Center for the Health Sciences; boiler addition at UT Memorial Research Center and Hospital, Knoxville; multipurpose building at the Clyde York 4-H Training Center.

Education Study Recommendations
A task force of faculty members and administrators from the University's three undergraduate campuses and the University-wide administration has made 23 recommendations for improving the quality of teacher education, and the Board of Trustees has approved the report. The first recommendation, which called for a statewide council charged with developing plans to implement other recommendations, has been adopted by THED. This group is being formed, and Vice President John Prados will represent the University on the council.

The chancellors of the three campuses offering teacher education programs—Chattanooga, Knoxville, and Martin—have been asked to begin implementing those task force recommendations requiring action by their faculties and administrative staffs.
Plans are under way for the addition of 250,000 square feet of space and extensive alterations to the existing Hodges Undergraduate Library at Knoxville. The expansion will provide needed room for UTK's general library collection and research space for faculty and students.

Leadership Institute Completes Second Year

The UT Institute for Leadership Effectiveness in Higher Education is completing its second year of training aimed at strengthening administrative skills of academic and non-academic department heads throughout the University. This year, the program was offered jointly for the two groups. In addition to providing opportunities for hands-on problem solving typical of past programs, the mixed group format also permitted more sharing of information and perspectives between the two groups.

New Research Officer

When the responsibility for university wide research coordination was placed under the vice president for academic affairs a year and a half ago, the position of associate vice president for research was created to assist Vice President Prados with these responsibilities. After a national search for candidates, Dr. Kenneth W. Heathington, former director of the UTK Transportation Center, was chosen and began his duties January 1, 1983. He is developing University-wide policies dealing with patents, copyrights, and licensing, and he is working with the UT Research Corporation on patents and copyrights.

At the Federal Level

Over the past three years, major inroads have been made upon need-based financial aid programs of the federal government which now assist almost one-third of UT students. Although some cuts have been made, strong support within the Congress has prevented major cutbacks in these programs. At present, it appears financial support in the 1983-84 budget, to be adopted this summer, will be at least at last year's level and perhaps significantly higher. More money for the College Work-Study Program will increase UT's ability to serve student needs.

A second federal concern is preserving a tax code which recognizes the importance of charitable contributions to both public and private higher education. UT's federal relations officer, in cooperation with the UT Development Office and the American Council on Education, has followed closely proposals that might diminish UT's essential program of private giving.

A third concern at the federal level is money for research. After several years of decline, significant increases are suggested in several research programs in the 1983-84 budget. The most significant increases are in the budget of the National Science Foundation.
## The University of Tennessee
### Budget Summary 1982-83 and 1983-84

**UNRESTRICTED CURRENT FUNDS**

(1983-84 Budget Adopted at Board Meeting, June 16, 1983)

<table>
<thead>
<tr>
<th>Region</th>
<th>Actual Expenditures and Transfers 1982-83</th>
<th>Proposed Budget 1983-84</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chattanooga</td>
<td>$25,517,850</td>
<td>$27,187,845</td>
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<tr>
<td>Knoxville (including Knoxville Campus, Evening School, School of Social Work and Testing Bureau)</td>
<td>139,716,389</td>
<td>138,696,660</td>
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<tr>
<td>Martin</td>
<td>21,663,495</td>
<td>22,799,069</td>
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<tr>
<td>Space Institute</td>
<td>3,797,132</td>
<td>3,874,300</td>
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<tr>
<td>Center for the Health Sciences (including Memphis Campus, College of Medicine, Memorial Research Center at Knoxville, Clinical Centers at Knoxville and Chattanooga, Family Medicine Units at Memphis, Jackson, Knoxville, and Chattanooga)</td>
<td>51,960,651</td>
<td>51,538,135</td>
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<tr>
<td>Agricultural Experiment Station</td>
<td>12,894,308</td>
<td>13,255,637</td>
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<tr>
<td>Agricultural Extension Service</td>
<td>15,961,992</td>
<td>16,548,650</td>
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<tr>
<td>Veterinary Medicine</td>
<td>5,838,711</td>
<td>5,898,264</td>
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<td>Municipal Technical Advisory Service</td>
<td>858,233</td>
<td>1,070,597</td>
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<td>County Technical Assistance Service</td>
<td>785,991</td>
<td>956,317</td>
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<td>State-wide Programs (including Continuing Education, Institute for Public Service and University-wide Administration and Services)</td>
<td>12,546,580</td>
<td>10,963,496</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$291,541,332</strong></td>
<td><strong>$292,785,970</strong></td>
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### ESTIMATED REVENUE 1983-84

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<th>Source</th>
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<tr>
<td>Student Fees</td>
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<tr>
<td>State Appropriations</td>
<td>142,561,700</td>
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<td>Federal Appropriations</td>
<td>10,938,112</td>
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<tr>
<td>Gifts, Grants and Contracts</td>
<td>9,807,296</td>
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<td>Sales of Educational Activities</td>
<td>12,075,357</td>
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<td>Sales of Auxiliary Enterprises</td>
<td>56,807,480</td>
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<tr>
<td>Other Sources</td>
<td>10,220,301</td>
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<td><strong>TOTAL</strong></td>
<td><strong>$292,785,970</strong></td>
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*Includes all entries except hospitals.*
### Analysis of State Operating Appropriations

<table>
<thead>
<tr>
<th></th>
<th>Actual Appropriations FY 1982-83</th>
<th>THEC Recommendations FY 1983-84</th>
<th>Appropriated by Legislature FY 1983-84</th>
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<tbody>
<tr>
<td><strong>A. Formula Units</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UT Chattanooga</td>
<td>$11,922,400</td>
<td>$13,722,000</td>
<td>$12,573,500</td>
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<tr>
<td>UT Knoxville</td>
<td>56,965,500</td>
<td>65,951,000</td>
<td>60,007,600</td>
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<tr>
<td>UT Martin</td>
<td>9,610,700</td>
<td>10,958,000</td>
<td>9,993,000</td>
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<tr>
<td><strong>Sub-Total</strong></td>
<td>$78,518,600</td>
<td>$90,631,000</td>
<td>$82,574,100</td>
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<tr>
<td><strong>B. Non-Formula Units</strong></td>
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<td></td>
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<tr>
<td><strong>UT Center for the Health Sciences</strong></td>
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</tr>
<tr>
<td>UTCHS Units</td>
<td>$18,871,100</td>
<td>$22,059,000</td>
<td>$19,974,900</td>
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<tr>
<td>College of Medicine</td>
<td>12,510,700</td>
<td>14,272,000</td>
<td>12,854,800</td>
</tr>
<tr>
<td>Family Medicine Units</td>
<td>1,795,400</td>
<td>1,986,000</td>
<td>1,807,500</td>
</tr>
<tr>
<td><strong>UT Space Institute</strong></td>
<td>1,594,800</td>
<td>1,862,000</td>
<td>1,678,800</td>
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<tr>
<td><strong>Agriculture</strong></td>
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<tr>
<td>Agricultural Experiment Station</td>
<td>5,478,000</td>
<td>6,434,000</td>
<td>5,787,500</td>
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<tr>
<td>Agricultural Extension Service</td>
<td>8,768,479</td>
<td>10,266,000</td>
<td>9,243,800</td>
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<tr>
<td>Veterinary Medicine</td>
<td>4,645,100</td>
<td>5,334,000</td>
<td>4,828,900</td>
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<td><strong>Public Service</strong></td>
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<tr>
<td>Institute for Public Service</td>
<td>1,186,500</td>
<td>1,302,000</td>
<td>1,178,000</td>
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<td>Municipal Technical Advisory Service</td>
<td>425,000</td>
<td>480,000</td>
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<td>County Technical Assistance Service</td>
<td>328,200</td>
<td>386,000</td>
<td>347,100</td>
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<td><strong>Continuing Education</strong></td>
<td>680,100</td>
<td>800,000</td>
<td>724,200</td>
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<tr>
<td><strong>University-wide Administration</strong></td>
<td>1,081,100</td>
<td>1,243,000</td>
<td>1,131,200</td>
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<tr>
<td><strong>Sub-Total</strong></td>
<td>$57,364,479</td>
<td>$66,424,000</td>
<td>$59,987,600</td>
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**GRAND TOTAL**

$135,883,079

$157,055,000

$142,561,700
Where UT's Money Comes from...

**Resources Budgeted FY 1983-84**

<table>
<thead>
<tr>
<th>Resource Description</th>
<th>Amount</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Sales and Services of Educational Activities</td>
<td>$106,552,924</td>
<td>21.8%</td>
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<tr>
<td>Gifts, Grants and Contracts</td>
<td>$66,823,787</td>
<td>13.7%</td>
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<tr>
<td>State Appropriations—Staff Benefits</td>
<td>$30,172,100</td>
<td>6.2%</td>
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<tr>
<td>State Appropriations—Direct</td>
<td>$142,561,700</td>
<td>29.2%</td>
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<tr>
<td>Auxiliary Enterprises</td>
<td>$56,815,490</td>
<td>11.6%</td>
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<tr>
<td>Student Fees</td>
<td>$50,375,714</td>
<td>10.3%</td>
</tr>
<tr>
<td>Endowment Income and Other Sources</td>
<td>$24,584,615</td>
<td>5.0%</td>
</tr>
<tr>
<td>Federal Appropriations</td>
<td>$10,938,112</td>
<td>2.2%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$488,824,442</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

...and Where it Goes

**Uses of Budgeted Resources FY 1983-84**

<table>
<thead>
<tr>
<th>Use Description</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional Support, Student Services and Staff Benefits</td>
<td>$81,609,248</td>
<td>16.7%</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>$55,804,709</td>
<td>11.4%</td>
</tr>
<tr>
<td>Instructional Programs and Related Activities of Academic Departments</td>
<td>$231,591,568</td>
<td>47.4%</td>
</tr>
<tr>
<td>Research</td>
<td>$42,335,459</td>
<td>8.7%</td>
</tr>
<tr>
<td>Public Service</td>
<td>$32,346,004</td>
<td>6.6%</td>
</tr>
<tr>
<td>Operation and Maintenance of Plant</td>
<td>$25,001,519</td>
<td>5.1%</td>
</tr>
<tr>
<td>Scholarships and Fellowships</td>
<td>$17,141,560</td>
<td>3.5%</td>
</tr>
<tr>
<td>Other</td>
<td>$2,994,275</td>
<td>0.6%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$488,824,442</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

*Includes Unrestricted, Restricted and Hospitals Funds.
Gifts from individuals, corporations and foundations to The University of Tennessee during 1982-83 were targeted to strengthen the academic base of the institution. Individuals and corporate donors have made clear that their gifts should be used for scholarships for deserving and gifted students and to attract and retain quality faculty at The University of Tennessee.

While the UTK arena has received much publicity during recent months, almost twice the amount of money received for the arena project was raised for academic purposes throughout the University this year. The 1982-83 gift totals will raise private gifts to the University since 1963 to slightly more than $130 million.

At each campus, special fund raising projects and campaigns are under way, with academic programs as primary beneficiaries. At the UT Center for the Health Sciences in Memphis, $1.2 million has been raised for the Simon R. Bruesch Professorship in Anatomy. Gifts from alumni of the College of Medicine and friends of Dr. Bruesch will provide the first fully funded chair in the College of Medicine. Alumni and friends of the orthodontics department in the College of Dentistry have created through their gifts the Faustin N. Weber Orthodontics Research Fellowship. A campaign to initiate a clinical research endowment in the College of Dentistry has been approved by the college's alumni board and will be conducted over the next two years.

At UT Martin, more than $75,000 in private gifts was received last year for academic scholarships.

At UT Knoxville, significant progress was made toward the $1.5 million goal in the campaign to establish an Accounting Excellence Fund and the $750,000 goal for a Transportation and Logistics Excellence Fund. Successful conclusion of these efforts will provide the respective departments in the College of Business Administration funds for special faculty projects and general support. Also completed were a successful campaign to establish the L. R. Hesler Fund and an annual support program for the School of Architecture.

At the UT Space Institute in Tullahoma, friends, associates and former students of Dr. B. H. Goethert contributed to a fund to endow a professorship in Dr. Goethert's honor.

The Center for Economic Education at UT Chattanooga, established by a $1.5 million bequest, received additional funds this year. Also, the annual campaign for scholarships and professorships at UTC exceeded its goal of $300,000.

Dr. Sam Sanders, former member of the UT Docs football team at Memphis, former chairman of the UT College of Medicine's otolaryngology department, and charter member of the UT Founders' Society, was honored at the dedication of the Sam H. Sanders University Room in the UTCHS Student Alumni Center. Joining Dr. Sanders (second from right) are (from left) UTCHS Chancellor James C. Hunt; UT College of Medicine Dean Robert L. Summitt; Mickey Bilbrey, UTCHS vice chancellor for development; Dr. Bill Cockroft, a teammate of Dr. Sanders; and Dr. Joseph E. Johnson, UT vice president for development.
The thousands of alumni and other friends who contribute millions of dollars to the University of Tennessee through the National Alumni Association's Annual Giving Program benefit thousands of highly deserving faculty and students, thereby strengthening the University's academic programs in ways not otherwise possible.

Annual Giving dollars are used in their entirety to advance the University's academic reputation. Every dollar received is plowed back into some kind of enrichment activity. The numbers and types of persons benefited by undesignated Annual Giving dollars make impressive statistics. The National Alumni Association supports 18 Distinguished Service Professorships on all four campuses with annual salary supplements of $3,000 each. Two faculty members at UT Martin, UT Chattanooga, and UT Center for the Health Sciences, and four at UT Knoxville each year receive $1,000 Alumni Outstanding Teaching Awards as a reward for excellence in classroom teaching. Two $500 Public Service Awards are given on a statewide basis to recognize extraordinary service to Tennessee citizens. The NAA assists 513 students each year with scholarships totaling almost $500,000. These awards range from $850 to $1,700 and may be for one year or four years. Perhaps the best-known stipends are the four-year $4,800 Andy Holt Scholarships, awarded solely for academic achievement, and the Alumni Valedictorian Scholarship Program of one-year $850 awards offered to the valedictorian of each Tennessee high school.

A $25,000 grant is made to the Chattanooga Singers and UT Knoxville Singers to defray costs for traveling to perform at alumni chapter and other University events during the year. Special $5,000 grants are made to UT Memphis and UT Knoxville for use by the chancellors and their staffs, on approval of the Board of Governors. A $5,000 grant is made to the UT Memphis campus library.

<table>
<thead>
<tr>
<th></th>
<th>1981-82</th>
<th>1982-83</th>
<th>Net Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Contributors</td>
<td>25,882</td>
<td>27,136</td>
<td>+1,254</td>
</tr>
<tr>
<td>Dollar Total</td>
<td>$1,977,827</td>
<td>$2,323,095</td>
<td>+345,268</td>
</tr>
<tr>
<td>Average Gift</td>
<td>$ 76.42</td>
<td>$ 85.61</td>
<td>+$ 9.19</td>
</tr>
</tbody>
</table>

These dramatic and encouraging results indicate a strong endorsement of current University policies and progress by alumni and other friends. People invest charitable dollars only in organizations and programs in which they have a strong belief and commitment. The notable generosity of alumni and other friends who continue to express an unusual measure of devotion to their Alma Mater is helping the institution achieve its rightful place among the nation's outstanding publicly assisted universities.

Displaying evidence of the year's record-setting pace in annual giving to UT are Tom W. Wages, Jr., National Chairman of Annual Giving, right, President Boling, and Executive Vice President Joseph E. Johnson.
The Year Ahead

As stated earlier in this report, the 1983-84 fiscal year promises to be the most dismal of recent times. With no funds for salary increases and only a continuation budget to work with, we will be sorely tested in our efforts to maintain the quality that the people of Tennessee deserve and expect in our academic, research, and public service programs.

Higher education, without question, has reached a crucial stage. As Tennessee and the University consider the proposals advanced by the Governor, the alternatives are clear. Tennessee can greatly enhance its program of tax-assisted higher education, help its citizens earn higher incomes through new industry, and build a solid base for long-range planning. Or it can continue along the way of the past, with little prospect of moving up from the lower echelons of personal income and support for education among states of the Southeast.

Unfortunately, the absence of pay raises for the coming year will only widen the gap between average salaries at UT and those of similar universities in the South. We only hope that the added flexibility promised to us in budgets for 1984-85 and subsequent years will allow this very serious problem to be addressed, and we will work diligently with state officials to see that this is done. We want to be sure that the badly needed attention given to higher education faculty salaries is in line with what may be done with K-12 teacher salaries from state and local funding. Discontinuation of the sick leave incentive plan will permit the University to give a 3 percent across-the-board pay increase to clerical and secretarial staff in the coming year.

Fortunately, the building expansion of the past two decades, when millions of dollars were spent for academic and service buildings on all campuses, has filled most current requirements. A few critical needs remain, however. A library expansion is sorely needed at Knoxville, and the Governor has recommended and the General Assembly has appropriated the remainder of planning funds for this project. It is anticipated that construction will begin next year. Most urgently needed at present are land, steam plants, and renovation of older buildings. Concern in some quarters about funds devoted to arenas has been a distraction this year, and it should be made clear to all that these facilities, which are supported in large part by patrons of athletics, do not infringe upon academic programs or the funds that support our primary missions of teaching, research, and public service.

As we consider the broader aspects of state support, we can only be heartened by the prospects. Governor Alexander has pointed the way in planning a technological corridor in the Knoxville-Oak Ridge area, where education and high tech industry may come together to strengthen the entire state's economy. If our facilities and academic programs can provide the training needed by professionals in high technology jobs, it is reasonable to assume that industries will want to locate in Tennessee.

The Governor's "centers of excellence" proposal also offers exciting new possibilities for all of our campuses. Closer ties with Oak Ridge National Laboratory are being forged, and the recently established "distinguished scientist" program certainly must qualify as a top-drawer center of excellence. This program will enable the University and ORNL to employ eminent scientists for joint professorships and laboratory appointments at salaries required to attract such individuals.

The centers of excellence concept rests on the conviction that if special designated new money is to be invested in higher education, it is wise to put these funds into programs that are on the verge of greatness. Regular appropriations growth will be used to improve and upgrade all academic programs, while the centers of excellence money will be placed in areas with potential for regional and national greatness. The University of Tennessee has a number of programs that we would expect to qualify for centers of excellence funds.

As we face a bleak new year—but with the promise of a better tomorrow just beyond it—we must recognize our debt to the many concerned and helpful friends of higher education. Gov. Lamar Alexander is to be commended for his understanding of our needs and problems and, most of all, for his proposals to upgrade all levels of education in Tennessee. Former Commissioner William Sansom, Lt.-Gov. John Wilder, Speaker Ned McWherter, members of the General Assembly, and the Tennessee Higher Education Commission once again have shown their interest in higher education. Legislative leaders are very sympathetic to the needs of public higher education, and I believe they are in general agreement with the dire need for significant upgrading of all educational programs. The Development Council, National Alumni Association, and private support organizations of the four campuses have been of inestimable value in another trying year. And we are especially indebted to the administrators, faculty, staff, and students throughout the University system for their contributions to quality education.

Edward J. Boling
President

As required by law, the President's Annual Report is published each year for members of the Tennessee General Assembly and state officials as a review of progress of The University of Tennessee. The report also is shared with selected University contributors and gift club and gift society members.