



University of Tennessee, Knoxville

TRACE: Tennessee Research and Creative Exchange

Faculty and Staff Reports and Communications

Issues, Proposals, and Recommendations

Fall 1976

Report to the Faculty Fall 1976

Commission for Blacks

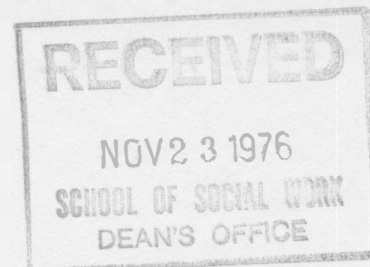
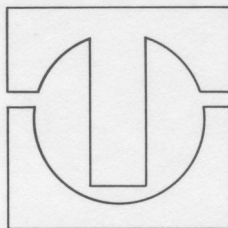
Follow this and additional works at: https://trace.tennessee.edu/utk_blackfacultyreports

Recommended Citation

Commission for Blacks, "Report to the Faculty Fall 1976" (1976). *Faculty and Staff Reports and Communications*.

https://trace.tennessee.edu/utk_blackfacultyreports/49

This Article is brought to you for free and open access by the Issues, Proposals, and Recommendations at TRACE: Tennessee Research and Creative Exchange. It has been accepted for inclusion in Faculty and Staff Reports and Communications by an authorized administrator of TRACE: Tennessee Research and Creative Exchange. For more information, please contact trace@utk.edu.



Office of the Chancellor/The University of Tennessee, Knoxville/506 Andy Holt Tower/Knoxville, Tennessee 37916

November 15, 1976

Dr. Betty J. Cleckley
Assistant Dean, School of Social Work
and Chairperson, The Commission for Blacks
2014 Lake Avenue
Campus

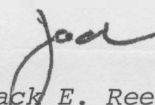
Dear Betty:

Thank you for your kind remarks of November 9. It is most gratifying to have someone say anything, not to mention something positive, about the Annual Report.

In response to your questions about Affirmative Action, it is clear that the economic problems of the University are no boon to Affirmative Action. Although we hope to add some new positions in crucial areas, my best guess is that there will not be very many of these. It is certainly true that Affirmative Action hiring will have to be done when those new positions are added, and when vacancies arise.

Though the progress we can make under such economic restraints undoubtedly will be slow, I think we can still do enough to make a substantial difference.

Sincerely yours,


Jack E. Reese
Chancellor

mtt

THE UNIVERSITY OF TENNESSEE
SCHOOL OF SOCIAL WORK
2014 LAKE AVENUE
BOX 8820 UNIVERSITY STATION
KNOXVILLE, TENNESSEE 37916

E OF THE DEAN

TELEPHONE (615) 974-3175

November 9, 1976

Dr. Jack E. Reese, Chancellor
Office of the Chancellor
University of Tennessee, Knoxville
506 Andy Holt Tower
Knoxville, Tennessee 37916

Dear Jack:

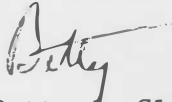
In your "Report to the Faculty," Fall, 1976 you epitomize outstanding leadership while covering a number of pertinent and significant concerns. Moreover, the Report provides us with essential knowledge of the issues facing the University. In my opinion, this kind of Report is an indispensable form of communication, not only for informing faculty, but for stimulating and, hopefully, maximizing their consideration of the trends and issues as well.

As I read and reread the Report, several questions came to my mind; and, I would like to pose them here. In the section on Faculty Development, you state that "we will not be adding large numbers of new faculty...." However, in the section on Affirmative Action, you urge the vice chancellors, deans, directors and department heads to make the recruiting and hiring of Blacks and women a top priority.

In light of your aforementioned statement concerning the addition of new faculty, do you think it is possible for the University to implement Affirmative Action for Blacks, particularly? Does this mean that Blacks will be hired through the attrition of faculty only? Considering these contextual constraints, do you think the vice chancellors, deans, directors and department heads will need specific guidelines to assist them in hiring of Blacks and women?

I feel that without serious effort on the part of everyone the kind of situation outlined in The Commission For Blacks "Interim Report" to you will continue to prevail. While making this observation, I would like to say that some ambivalence persists in my own mind; at the same time, I am also optimistic about your and your staff's ability to change the status quo.

Cordially,

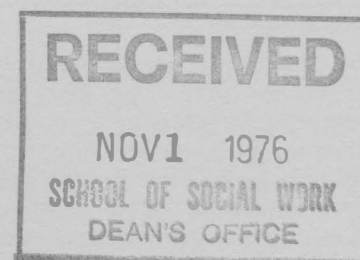


Betty J. Cleckley
Assistant Dean and
Chairperson, The Commission For Blacks

BJC:1pp

Fall 1976

Report to the Faculty



BY JACK REESE/CHANCELLOR/THE UNIVERSITY OF TENNESSEE, KNOXVILLE

A version of this annual Report to the Faculty (called for in the *Faculty Handbook*) was delivered to a small, courageous, and courteous number of faculty in the Shiloh Room of the Student Center on May 31, 1976. It has been revised and updated for distribution in the current quarter. It is not comprehensive; no such report could be unless it were book length. I would be pleased to receive comments or questions concerning it from any individual.



BUDGET/ Last fall, the Tennessee Higher Education Commission recommended an increase of \$10.57 million for the University of Tennessee, Knoxville during the present fiscal year. This figure was reduced to \$3.37 million in the governor's recommended budget. Thus, for the second consecutive year, the funding of higher education in Tennessee was not determined by the THEC "formula." For the current fiscal year, the Office of Finance and Administration recommended 4 percent increases for the formula units for salary increases and variable percentage increases to help meet the costs of increased enrollments of the previous and upcoming academic years. For UTK, this latter percentage amounted to an additional 4 percent. All institutions were directed to identify other funds (such as increased fees) to meet fixed costs and provide the full salary increases equivalent to those ultimately provided for other state employees, an average 9 percent.

The most positive result of the budgetary actions taken during the present fiscal year has been the attention paid salaries. The increases are among the largest in the history of the institution in any one year. They have consistently represented the institution's first priority in light of the severe inflation of recent years and the inadequate 2½ percent increase of the previous fiscal year.

We will not know until sometime during the current year what effect these increases will have on comparative salary rankings.

Certainly, we have fallen behind. According to the AAUP figures just released for the 1975-76 academic year, UTK ranks in the bottom 20th percentile nationally for every faculty rank. Clerical and supporting salaries last year lagged approximately 23 percent behind those paid in the local area. The substantial increases provided for the current year should produce improvements in these comparisons, and the inflationary rate should also diminish so that the increases will represent improvements in "real" dollar take-home pay.

This institution, however, has not been able to do very much more than meet the costs of salary increases, pay its utilities bill, and provide for the increased cost of fringe benefits. There will be some unmet needs. The most serious deficiency at present is staffing. We have not been able to add sufficient faculty to accommodate recent, substantial enrollment increases. According to our internal faculty/student-credit-hour "formula" (a reasonable index of need), we are presently understaffed by approximately 100 full-time people. Fortunately, because of the re-allocation of existing resources, we have been able to add a few new faculty—about twenty-five—in crucially understaffed areas. These individuals will help, but the number is not adequate. We face another tight year in which careful scheduling will be absolutely necessary, and the departments must arrange schedules and monitor enrollments very carefully.

It may also be necessary to improve additional enrollment limitations in some programs in order to protect the quality of teaching, faculty/student ratios, and the ability of students to enroll in courses which they need. The Schools of Architecture and Nursing imposed enrollment limitations last year, and both units have benefited from these decisions. Other professional schools may have to take similar steps in the next year or two. Additional comments on enrollment are included later in this report.

The institution has also been hurt by inflationary impacts on operating and equipment budgets. We have been squeezed hard during the past several years, although some improvements were made in departmental operating and equipment budgets during the previous fiscal year, and we have been able to improve slightly on these budgets for the current year. We are also doing a better job of monitoring expenditures and resources and reallocating

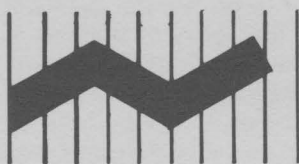
funds to the departments whenever possible.

The budget, however, is very tight, and I am apprehensive about our entering the year with very modest reserve funds which may be called on for budgetary adjustments due to enrollment fluctuations, emergency expenditures, and other unanticipated situations. The stabilization of enrollment during the present fall quarter has made it necessary to reduce budgeted expenditures in the current fiscal year by something over half a million dollars. Those cuts will exacerbate further the problems described above.

I am pleased to report that we have made and will continue to make improvements in the two major educational and research "tools" serving the entire campus, the Computing Center and the Library. The new, highly versatile DEC-10 computer is now fully operational, and the acquisitions budget of the Library, though not yet fully sufficient, has been improved significantly.

Fiscal year 1977 represents the third consecutive year in which the maintenance fee has been increased; the total amounts to a 25 percent increase in that period. It is important to recognize, positively, that UTK maintenance fees are at about the mid-point of in-state charges assessed at comparable institutions in the Southeast, that the maintenance fee has represented a fairly consistent percentage of instructional costs (approximately 27 percent) over the past decade, and that the fee has not increased in the past several years more rapidly than the average growth in family income in Tennessee. Still, I am genuinely concerned that we may be pricing out more and more lower- and middle-income students at this institution. One proof of this assumption is the growing disparity between the amount of federal, state, and institutional funds available for student aid and the number of deserving students who qualify for such assistance.

Finally, there is reason for cautious optimism concerning appropriations for the next several years. The economy is improving substantially, and the current tax structure in Tennessee should produce adequate revenue for modest growth in and improvements of state programs, unless the 1977 general assembly revokes a part of that tax base. The Tennessee Higher Education Commission has shown encouraging signs of correcting some of the imbalances which have occurred during the past two years in regard to the comparative funding of the various state institutions. There is no question, however, of the eventual need for total tax reform in Tennessee in order to guarantee the resources needed to provide quality programs for the citizens of the state and to distribute the tax burden more equitably within the population. The recent successful call for a constitutional convention may, unfortunately, delay or complicate that much-needed action.



ENROLLMENTS/ At the time of the writing of this report, it appears that current fall enrollments will be at about the same level, or slightly under, fall 1975 figures. The projected increase of approximately 1,000 has not occurred. Enrollment in the 1975 summer term was also below that of the 1974 session. These variations are causing budgetary difficulties, since fees for the larger enrollments were anticipated in the construction of the current fiscal year budget.

The lower-than-anticipated increase in enrollments is probably due in part to the improvement in the economy and a

resulting upturn in full-time employment. Our inability to place in dormitories all students who wish such housing has probably discouraged some prospective students. Finally, the widely-publicized enrollment limitation plan may also have prompted some students to attend other institutions. As it has turned out, we have not had to impose the lower-division ceilings which the Board of Trustees approved at our request.

I do not regret, however, that we defined those ceilings. We had to avoid absorbing more students this fall than we could handle with the faculty and staff we have. I believe that we have about the undergraduate population we should have, that future increases in that population will be modest and manageable, and that we will grow in those areas where we can and should—in graduate programs, evening school, and off-campus programs. We will maintain on a stand-by basis the right to control the size of all our programs, and we will continue to work on the frightfully complicated task of defining the overall enrollment pattern we wish for this institution.



FACILITIES/ One of the most significant actions taken by the governor and the general assembly during the legislative session just ended was final approval of funding for the new Art and Architecture Building. Since the University has received preplanning funds for this facility over the past two years, the architectural and engineering drawings have been completed, and the contract should be let soon, with construction to begin in fall quarter. It has been a long struggle to obtain funding for this desperately-needed facility, but the results will be very much worth the effort of all those people who helped bring it about—students, faculty, the local community, friends across the state, the legislature, and the governor.

We now face the task of building justification for other campus capital outlay projects, such as an additional wing for Claxton Education Building, a new main library, and other facilities. That work is going forward, as is the effort to evaluate and upgrade existing facilities. A number of improvements were made last year, such as total renovation of the Moot Courtroom for the College of Law and the refurbishing of design laboratories in the College of Home Economics. The list of such needs always exceeds the institution's capacity to respond to them; I hope that the Tennessee Higher Education Commission will recommend to the governor's office and the general assembly a regularly-recurring major maintenance fund which would enable the various state colleges and universities to maintain a reasonable schedule of facilities maintenance.



LONG-RANGE PLANNING/ The completion last year of UTK's statement of role and scope, the approval of that document by the Board of Trustees, the budgetary difficulties likely to be faced by this institution over the next several years, the apparent need to define future enrollment patterns for the campus, and a universal concern for protecting and upgrading present quality mandate

that this institution become involved in more systematic long-range planning.

Consequently, throughout the previous academic year, an ad hoc group of administrators, students, and faculty worked with Vice Chancellor Ebersole to lay out procedures for comprehensive long-range planning for the campus. The committee has formulated a plan for planning, the first phase of which is a questionnaire designed to elicit from every academic and supporting unit an evaluation of current strengths and weaknesses and the delineation of goals over the next five to ten years under a variety of budgetary options.

Long-range planning is not a process which the institution should undertake casually or half-heartedly. It will require a good deal of effort by everyone, and we intend to allow sufficient time for the thoughtful examination of alternatives. I believe that both the planning process and the results which will issue from it will be extremely valuable in setting departmental, collegiate, and institutional priorities, if we work hard at looking ahead realistically but optimistically.



FACULTY DEVELOPMENT/ This institutional obligation is going to become increasingly important in the future of this and other universities. We will not be adding large numbers of new faculty; the number of retirements in the next five to ten years is not statistically significant, although we will be losing some of our most outstanding faculty; opportunities for faculty mobility have decreased with stabilization of collegiate enrollments and fiscal support for higher education. Universities will not be able to rely as heavily as they have in the past decade on "new blood" to provide the stimulus for constant institutional renewal. Rather, we must develop and implement—to a degree heretofore unnecessary—effective methods and programs for faculty and staff development.

We have begun attempts to meet these new obligations, and in this academic year we will make additional efforts. For example, a number of faculty members have applied for participation in three faculty development programs coordinated by the American Council on Education. Two of these programs are highly-competitive one-year placements with the federal government, and I am pleased to report that three of the four candidates we were permitted to nominate are finalists in this prestigious competition. In addition, several faculty members are participating in the ACE faculty exchange program.

A gratifying number of faculty members participated last year in a new series of luncheon seminars on the improvement of teaching, coordinated by Dr. Ohmer Milton in the Learning Research Center and Associate Vice Chancellor Ralph Norman. These quarterly luncheons—which have focused on ethics and values in curriculum, testing, and advising—have provided a useful forum for interdisciplinary discussion of issues related to teaching. Each of these issues is being more fully explored by ad hoc committees appointed in conjunction with the seminars.

During last year, a number of programs and projects were also developed to emphasize the critical importance of research and scholarship at UTK. The pleasantly warm reception of a special edition of the *Campus NEWSletter* on this topic documented the fact that increased efforts must be made to broaden the visibility of

research at UTK and to stress its fundamental value to the general public. In order to increase public awareness of the various kinds of valuable research being done on this campus, a ten-part TV series was filmed under the general auspices of the Faculty Senate Research Council for showing on a number of stations in Tennessee. The results should be very much worth the modest investment provided by the National Alumni Association.

In the same spirit, recognition of the Chancellor's Research Scholars was initiated last year, again with substantial assistance from the Research Council. Three outstanding UTK scholars were recognized at last spring's Honors Banquet and each presented with a \$1,000 stipend for use in continuing their scholarly work. Those awards—or modifications of them—will be continued.

Under the direction of Dean for Graduate Studies Margaret Perry, \$65,000 was awarded last year from the Faculty Research Fund for summer research grants for UTK faculty. For the present academic year, that fund has been increased to \$115,000 and the scope of the awards broadened to include professional development more directly related to teaching than scholarly publication, although the latter goal will remain a primary thrust of the program. The screening committee working with Dean Perry will also oversee a modest implementation of Faculty and Staff Development Leaves, which will permit a limited number of faculty to upgrade themselves in their current specializations or retrain themselves to meet shifting academic or research emphases. The program will allow for leaves of up to fifteen months at up to 50 percent of the recipient's normal salary. Dean Perry has announced in a memorandum to the faculty the procedures and deadlines for these various programs, and additional information can be obtained from her office.

In an effort to ensure continued institutional emphasis and reflection on the improvement of teaching and on faculty development, a Standing Council on the Improvement of Teaching and Learning is also being appointed. This group's chief responsibilities will be as follows: to serve as an advisory council to the Learning Research Center; to encourage utilization of the valuable resources of the Center; to assist in the development of a comprehensive orientation program for new faculty; to consider the feasibility of providing orientation seminars for graduate assistants and graduate teaching assistants; to work with Dr. Norman in structuring the faculty luncheon seminars on the improvement of teaching and learning; to coordinate the work and eventually assume the responsibilities of the Computer-Assisted Instruction Committee and the Audio-Visual Equipment Committee; to work with other groups to explore the full utilization of modern teaching tools; to assist the Learning Research Center in setting up special workshops and conferences on matters related to teaching and learning on campus, without duplicating the efforts of the Academic Council, the Undergraduate and Graduate Councils, and the Faculty Senate.

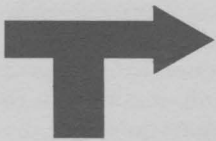
This is not an exhaustive list of our institutional response to the obligations of faculty development, nor is it intended to be a substitute for the personal responses of members of the UTK faculty. Ultimately, professional development is an individual process; it must be pursued by individuals according to their own standards, initiative, and commitment. Such things as arranging one's schedule in order to sit in on courses outside one's discipline, participating in interdisciplinary seminars and discussions, soliciting and seriously responding to feedback about one's teaching—these are simply a few ways in which faculty members can contribute to their own development through individual initiative.

There are also an increasing number of books and articles which reflect the growing importance of faculty development and which are useful to faculty and administrators alike. Jerry Gaff's *Toward Faculty Renewal* and Berquist and Phillips' *Handbook of Faculty Development* are two examples of resource materials with which we all ought to become increasingly familiar, as this mutual obligation becomes increasingly important.



AFFIRMATIVE ACTION/ The institution made good progress last year in affirmative action by the establishment of a Black Cultural Center, the creation of a Women's Center in the Student Center and the employment of a director, substantial upgrading of the program of intercollegiate athletics for women, the establishment of a new Commission for Blacks, good increases in black enrollments (particularly at the graduate level), the reconstitution of the Commission for Women, additional salary equity adjustments for women occupying faculty and professional positions, and the employment of a full-time Affirmative Action Coordinator, Ms. Susan Whitney. Work continues on institutional compliance with Title IX and revision of the UTK Affirmative Action plan and EEO reporting and implementing procedures. A special edition of the *Campus NEWSletter* published during the second summer term described the status of those projects, along with other items relating to affirmative action. A limited number of copies of that *NEWSletter* are available for the asking in this office.

Despite these positive accomplishments, much remains to be done. Of all the areas covered under affirmative action, the institution has made least progress in the recruitment of women and blacks for faculty, professional, and administrative positions. I am particularly concerned over the very limited new hires for the current academic year, as compared with the number of UTK women and black faculty and staff who have accepted positions elsewhere. The University must do better in recruiting than it has done this year. I urge the vice chancellors, deans, directors, and department heads to make this a top priority for the coming year.



DEVELOPMENT ACTIVITIES/ The possibility of conducting a major fund-raising effort for the entire, state-wide University has been under consideration since last fall. Each campus has compiled a broad "shopping list" of needs, and a feasibility study to determine whether to proceed with such an effort will be concluded in October. The potential benefit to the University of a major capital gifts campaign (if it appears feasible at the present time) is substantial; if successful, it could produce significant qualitative improvements in the form of partially-endowed chairs, enlargement of opportunities for faculty development, further encouragement of research, expanded library acquisitions, and other badly-needed programs.

One of the most successful of the various other development activities in which we have been engaged during the past year is the formation of an "Opening Night Club," to which nearly 500

citizens of Knoxville and surrounding areas contributed a total of \$50,000 in support of the University theatre program.

This and many other productive, highly-professional development activities have been headed for the past several years by Mr. J. Barry Brindley, who leaves soon for an important position at the University of Illinois. For his intelligent and effective leadership of the UTK Office of Development, we thank him and wish him well.



PARKING/ A special edition of the *Campus NEWSletter* dealing with parking was circulated toward the end of spring quarter. It discussed the parking problems at UTK (such as the loss of several centrally-located lots for construction), the recommendations (some of them involving major changes) made by the Traffic and Parking Authority for responding to those problems, and the new fee schedule.

The changes which were made produced a good deal of skepticism and opposition, as one might expect, for parking is a perennially difficult problem on this campus, and this year will likely be especially difficult. The Traffic and Parking Authority honestly believes, however, as I do, that the new lot assignments, the creation of a new surface lot on the Agricultural campus, and the construction of a new parking garage adjacent to the Holt Avenue Apartment complex will relieve many of our parking problems by the opening of the 1977 school year.

I should also point out that we will stress enforcement of parking regulations this fall and that we will monitor the new lot assignments very closely. If changes are needed, they will be implemented. I earnestly ask the entire University community for patience and cooperation.



CODA/ An ancient Chinese curse says, "May you live in interesting times." Indeed we do. The 200th year of this nation's history finds it engaged in a critical reevaluation of higher education. Tennessee is not unlike other states in this regard. On the one hand, the state has made substantial progress in support of higher education over the past decade, even when one "discounts" increases in funding by the effects of inflation and added enrollments. This institution has grown and improved enormously during that period. At the same time, public higher education has clearly lost some of the support and enthusiasm which it enjoyed in the post-Sputnik, high-growth era of several years ago, despite recent increases in enrollment, the significant research being produced, improvements in the teaching/learning process, sophisticated measurements of "accountability," and universities' increasingly important roles in preserving and encouraging the study of the arts and humanities.

Some of the reasons for that erosion of support are external to public higher education and probably beyond its influence. Federal, state, and local tax burdens are very heavy; all public agencies providing educational, social, and other services have been terribly hard-hit by the extraordinary inflation of recent

years. The needs of those agencies are great, and most states are having genuine difficulty in providing public services without imposing additional tax burdens on their citizens. These pressures will not diminish in the next several years. Rather, each state must make some hard decisions about priorities, quality, and tax structures.

There are also in the air a number of disturbing and erroneous assumptions about higher education. For example, far too much has been made of the difficulty graduates are having in locating suitable employment. The job market has been steadily improving. As one illustration, the vast majority of UTK doctoral graduates, according to a recent survey conducted by the Graduate Office, are not only employed, but well employed. Criticism has been leveled against the travel budget of the University; the facts are that about 50 percent of the UTK travel budget comes from grants and contracts, and travel off general funds amounts to about a trip and a half per faculty member per year for professional development and off-campus instruction, altogether essential activities for this kind of university. Some people do not realize how many of our facilities have been constructed with non-tax funds, nor do they realize the extent to which we depend on fees, grants and contracts, and other sources of revenue not provided through state appropriations. There is currently a distressing lack of appreciation for the services a university provides society by promoting intellectual, aesthetic, and cultural growth and heightened sensitivity to opportunities for service to humanity. It is a continuing obligation on all of us, particularly those of us who interact formally with state government and the general population, to address these erroneous or inadequate perceptions effectively.

Faculty frequently ask what they can do to bring about increased awareness of and support for the University. They can do a great deal, ranging from direct contact with legislators (as the Faculty Senate Legislative Committee has been doing) to speaking to civic clubs. I strongly believe, however, that the best public "advertisement" of an educational institution is quality, and the most effective action any of us can take to improve the "image" of this institution is to make it even better—its teaching, its research, its public service, its administrative processes, its human relationships, its commitment to the most urgent societal goals. To that end, I have made a little list (as I am much too fond of doing) of things I wish we were doing better. The list is offered with an apology for sermonizing and full recognition of my own inadequacies and mistakes.

1. As mentioned above, we are not meeting our obligations in recruiting of blacks and women for faculty and administrative/professional positions.

2. We should often do a better job of relating to each other as human beings. The University serves as a role-model in many ways—intellectually, aesthetically, culturally, technologically—but we sometimes set a poor example in human relations. Administrators at all levels must recognize the needs and sensitivities of faculty, staff, and students; those groups, at the same time, should have intelligence and tolerance to work cooperatively with each other, as, for example, at the departmental level.

3. We should be doing a better job of planning on something other than a year-to-year basis. I hope that the long-range planning process mentioned earlier will help meet this deficiency.

4. We must constantly scrutinize the quality of existing programs and be willing to abandon those which do not meet and

are not likely to meet the standards of a major university. I am not talking about the abandonment of any faculty, rather the ubiquitous possibility of program reorientation.

5. We must attempt to inform students early in their collegiate careers of the current employment opportunities in the various disciplines.

6. Cooperatively, we should make better utilization of the standing committees of the Faculty Senate. I believe we made some good steps in that direction last year, and I intend this year to encourage additional communication and the use of the talent and good judgment represented on those committees.

7. We should improve our management-by-objectives process. As a minimum, this process (which can and should be regarded as adaptable to units depending on their size and function) requires that every individual in the University be given the opportunity to discuss at least annually with his or her supervisor the role of that individual in that unit. A joint evaluation of performance should occur at some other time during the year. The process is far more important than the MBO "number" which is ultimately assigned and which is purely a shorthand notation for internal administrative review.

8. We should provide better advising to students who wish and need that counsel. I don't have the solutions to this problem, which a subcommittee of the Undergraduate Council is presently considering.

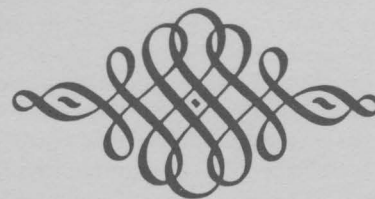
9. We are not making adequate use of University facilities in the late afternoon and early evening. Relatively few classes are scheduled after the 3:15 to 4:05 class hour. This underutilization adversely affects classroom scheduling, parking, the ability of students to obtain the schedules which they wish, and our ability to serve working adults.

10. We must make it easier for faculty to carry out interdisciplinary teaching and research.

11. We must generate better management information without adding further to the already-heavy reporting requirements placed on the departments.

12. We must revise the *Faculty Handbook*, considering carefully such issues as termination, handling of grievances and complaints, and other highly important topics.

End of sermonizing. (The rather scary truth is that one could extend this list at some length.) Let me conclude on a positive note. UT, Knoxville has undergone some trying times, especially the previous academic year, but it has suffered less than many other public institutions. It continues through the character of its faculty and students to seek and say the truth. It continues to improve. The number of essays, books, and reports published, the national prizes won, the significant research accomplished, the achievements of excellent students, the testimonials of pleased parents, the gratifying support of the general public—all of these testify that the University of Tennessee, Knoxville is strong and healthy, a center of excellence for learning and pursuing the life of the mind.





IN MEMORIAM

The entire University community was saddened this year by the untimely deaths of six outstanding faculty members. The contributions they made in their professional fields and their service to the University community will serve as lasting memorials.

CARL T. COX, professor, Graduate School of Library and Information Science (September 1, 1976)

C. KERMIT EWING, head, Department of Art (September 10, 1976)

MARY ROSE GRAM, chairperson, Food Science, Nutrition and Food Systems Administration (June 30, 1976)

HARRY M. LINDQUIST, associate professor, Anthropology (November 12, 1975)

JOHN B. ROSS, dean, College of Business Administration (June 27, 1976)

PAUL WUEBBEN, associate professor, Sociology (September 11, 1976)

Dr. Betty J. Cleaveley
School of Social Work
2014 Lake Avenue