Annual Report of the President, the University of Tennessee to the Board of Trustees, 1973-1974: Progress vs. the Shrinking Dollar

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progress vs. the shrinking dollar

1973-74 ANNUAL REPORT OF EDWARD J. BOLING, PRESIDENT
THE UNIVERSITY OF TENNESSEE
TO THE BOARD OF TRUSTEES, JUNE 20, 1974

the university of tennessee record

October, 1974
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The University of Tennessee enjoyed a highly progressive year in 1973-74 despite the erosive effects of inflation upon its financial resources. This was a year of solid accomplishment and improved quality in all areas which constitute the University's reason for being—the teaching of students, research, and public services to all of the people of the state. It was a year of better communications and understanding among students, faculty and administrators who comprise the University community.

It was a year in which the University continued its emphasis upon careful planning and effective management in the operation of the five campuses and other components of the University's statewide organization.

UT fortunately started the year with the largest dollar increase in state appropriations in the institution's history, a result of the complete funding of the formula method of calculating higher education allotments. This formula made provision for the increases anticipated in student enrollment but did not allow sufficiently for the sharp drop in the value of the dollar (as illustrated by a 9.2 per cent rise in the Consumer Price Index during the fiscal year). Consequently this inflationary trend became a harmful adversary. One of the chief factors in the dollar's decline was, of course, the energy crisis.

In response to increasing demands for efficiency and accountability in the operation of all agencies and institutions supported by state tax dollars, UT in recent years has taken a number of significant steps to bolster management and planning efforts throughout its statewide agencies and units. One of these was the inauguration of a new personnel program (known as 'Management by Objectives') under which the duties of every member of the institution's staff are clearly defined and performance is carefully evaluated and suitably rewarded. Another was the employment of a full-time management analyst to conduct intensive studies of many phases of the University's operations, which is producing notable labor- and money-saving results—such as the development of a statewide computer facility program serving all elements of the UT system. Also, special analyses of UT publications resulted in improved quality and a reduction in their numbers to combat rising printing costs, and positive steps were taken to promote the conservation of energy. These and other management efforts, involving both administrators and faculty members, have helped UT cope with inflation.

The whole purpose of these measures of efficiency and conservation was to make the greatest possible amount of the University's resources available to the institution's basic functions of teaching, research and public service. Effective management means that the institution's dollars and manpower are spent to a maximum degree on these functions, to a minimum on the essentials of housekeeping and other such services.

On the following pages are reports from the Chancellors of the five academic campuses and the Vice Presidents of statewide operations illustrating their progress and problems during the 1973-74 school year.
Despite rising costs, considerable progress was made in developing and expanding programs of teaching, research, and public service at the Knoxville campus. Under the leadership of a new chancellor and his staff, fresh approaches to day-to-day problems have proved highly successful during the year.

On September 15, 1973, the Board of Trustees approved the appointment of Dr. Jack E. Reese of the University's faculty as the third chancellor of UT Knoxville, succeeding Dr. Archie R. Dykes, who resigned to become chancellor of the University of Kansas. Dr. Reese assumed the chancellorship at a time when enrollments were at an all-time high, reaching 26,767 in the fall quarter. This is a truly significant statistic in light of declining enrollments at many large state-supported universities.

Along with the rest of the nation, the campus was subjected to the energy crisis, a challenge which it met with positive action. To cite one major area of retrenchment, a campus-wide energy conservation program, initiated in September, resulted in a 9 per cent reduction in the consumption of electricity. A paper-recycling project started in July, 1973, has been gradually expanded throughout the campus; and replacement automobiles bought for the University's motor pool are, for the most part, compact models designed for low fuel consumption.

Economy measures notwithstanding, budgets are being squeezed more tightly than in several years, as cost of supplies rises sharply. For example, the campus' coal supply, which cost $360,000 in 1973-74, is expected to cost $1,152,000 in 1974-75, an increase of 220 per cent! In similar vein, the cost of gasoline used by UTK will rise by 101 per cent in the year ahead; fine papers by 62 per cent; computer forms by 94 per cent; and miscellaneous paper goods by 41 per cent.

**Academic Programs Judiciously Expanded**

At the same time it has been stretching its dollars, UTK has sought to expand judiciously its programs in fields of emerging importance to the people of Tennessee. Consequently, several new degree programs were initiated during the year, including the Ph.D. in communications, the M.S. in biomedical sciences at the UT-Oak Ridge Graduate School of Biomedical Sciences, the M.S. in aviation systems at the UT Space Institute, the B.A. in computer sciences, and the B.S. in wildlife management and fisheries science.

Recognizing the interdependence of educational institutions throughout the Southeast, the University elected to participate in a new "academic common market" initiated by the Southern Regional Education Board. This plan will permit students from neighboring states to enroll in certain UT Knoxville graduate programs at the in-state fee rates in exchange for similar considerations to Tennesseans from schools in those states. Approval has been given for three master's and eight doctoral programs to be included in the common market.

The UT Knoxville College of Home Economics moved into an area of growing importance in mobile America when it initiated a cooperative program in food and lodging administration to provide personnel with academic training for the hotel/motel industry.

Two relatively new schools were accredited during the year, the baccalaureate program in the School of Nursing receiving full accreditation by the National League of Nursing and the Graduate School of Library and Information Science receiving a five-year accreditation by the American Library Association.

**Research Up 30 Per Cent**

The search for ways to improve the standard of living of citizens of the
state and nation has always been a major mission of the institution. This effort has prompted the Academy for Educational Development to recognize UT Knoxville as one of the 60 leading research universities in the nation. This designation is based on the number of doctoral degrees awarded each year, and the amount of federal government support of academic science programs.

Testifying to this high rating is the fact that research and training grants and contracts received in the fiscal year 1972-73 amounted to $12,452,550, exceeding those of the previous year by about 30 per cent. And fiscal year 1973-74 promises to maintain a similar level of funding.

Public service efforts were accelerated during the year, and steps were taken to establish a Public Service Council on which all units of the campus will be represented.

On-Campus Housing Full
Overflow conditions at UT Knoxville residence halls in the fall quarter—when many universities were seeking other uses for their on-campus housing facilities—can be attributed to the differentiated housing options, reasonable rates, security measures, and residence hall programs which supplement educational opportunities.

Among new student programs initiated this year, perhaps the most successful was the Women's Intercollegiate Athletics Program. More than 175 women competed for 85 positions on teams in seven sports. The women's volleyball and tennis teams won the state championship, and the basketball team finished second in the state.

To stimulate student participation in campus governance, the chancellor initiated bi-weekly luncheon meetings with student leaders. The student government was reorganized through approval of a constitution proposed by the Chancellor's Task Force on Student Government.

New Buildings Occupied
A major change during the year was the removal of administrative and student services offices from several locations on the campus to quarters in the Andy Holt Tower and Student Services Building. The Austin Peay Administration Building, vacated by administrative offices, is being renovated and remodeled for use by the College of Liberal Arts.

Construction of the Walters Life Sciences Building began in March and is expected to be completed in approximately two years. The new College of Business Administration Building is moving toward completion early in 1975. Hopes are high for funding of the Art and Architecture Building planning phase.

Capital Campaign Exceeds Goal
The Capital Campaign for the College of Business Administration exceeded its $3,000,000 goal during the year.

A new development project started during the year seeks to identify major equipment needs and establish priorities for acquisition. The potential for usage of equipment in several departments and projects, as well as in teaching and research, was the primary consideration in establishing priorities.

Among large grants to the University during the year was the $185,180 provided by the W. K. Kellogg Foundation to support the expansion of a dietetics program, the first in the Southeast and one of only 21 in the nation to be approved by the American Dietetic Association.

Tie Made With Kennedy Center
In a history-making agreement, UT Knoxville and the John F. Kennedy Center for the Performing Arts created an unusual educational and cultural opportunity for the University and Knoxville communities. Professional theatre was brought to Clarence Brown Theatre in April in the premiere performance of "The Headhunters," a new play starring Anthony Quayle. The professional acting and production staffs conducted seminars for students, a new kind of educational experience in the theatrical arts. This agreement, which may bring other plays to the campus, complements the already excellent theatre program at UT Knoxville.

Other special events of the year included the celebration of the 25th anniversary of the UT Legal Clinic, and the observance of the 10th anniversary of the UT Space Institute at Tullahoma. "UTSI Day" sponsored by local Chambers of Commerce and area UT Alumni chapters, brought community leaders to the campus to learn about institute programs and activities. As a continuation of this tenth year observance, a fall convocation and "UTSI Ball" are planned for October.

Present and Future Needs
Although the year was one of steady progress, there are areas of concern facing the campus in the coming year. The rising costs of all utilities and fuel—increasing 37.6 per cent in the past year—are expected to continue. Paper costs have increased about 40 per cent during the year, prompting a study of printing and publishing activities on the campus as part of an overall effort to control expenditures.

There is still a need for capital outlay funds in some areas, especially for the acutely needed Art and Architecture Building.
center for the health sciences

(Formerly the Medical Units)

Despite some understaffing and problems of overcrowded facilities in the Colleges of Dentistry and Medicine, all colleges at the newly named Center for the Health Sciences can point to progress during the year just ended. A change in administrative leadership heads a list of major developments and activities. In October, Dr. Edmund D. Pellegrino moved from New York to Memphis, succeeding Dr. Joseph E. Johnson as chancellor of the Center for the Health Sciences and UT vice president for health affairs.

Chancellor Pellegrino, who came to UT from the Health Sciences Center, State University of New York at Stony Brook, had served as a special consultant to Chancellor Johnson since 1969, and consequently was familiar with the UT Center's possibilities and problems when he assumed his present position.

In his first year, Dr. Pellegrino found some serious challenges, such as the issue of a second state-supported medical school approved by the General Assembly; but he has initiated several positive programs which should have far-reaching effects upon health care in Tennessee.

New Programs Established

Continuing its policy of combining educational opportunities with public service "outreach" efforts, the Center for the Health Sciences this year has established a new Department of Family Practice. This department is responsible for developing a curriculum for those who wish to be family practice physicians—the traditional grassroots service to the people—and for promoting residency training programs in the state for those who have finished course requirements for the M.D. degree. This program will seek to provide more residency-training opportunities in non-urban areas, with a long-range goal of retaining more physicians in family-practice settings in Tennessee. One of the first priorities is the establishment of a family practice training center at Jackson, along with enhancements in programs at Knoxville, Chattanooga and Memphis.

During the year a Clinical Education Center was established at Chattanooga in conjunction with the Baroness Erlanger Hospital. This Center, like the one in Knoxville, will help to keep young physicians from leaving the state.

A comprehensive Cancer Center, launched this year, will concentrate on clinical treatment and research in adult cancer. It will be conducted in coordination with major hospitals in Memphis.

New programs also include the establishment of an Office of Research and Sponsored Programs, to achieve better coordination of the total research program and to seek research support; a program in human values and ethics in the College of Community and Allied Health Professions; and expansion of the policy of assigning dental students in a preceptor setting to practicing dentists in areas outside metropolitan Memphis.

During the year the Clinical Research Center was reactivated under a $1,000,000 grant from the National Institutes of Health. The CRC is the focal point for clinical research among the various colleges and departments of the Medical Units.

The College of Nursing began the first year of graduate study, and the College of Community and Allied Health Professions added a training program in medical records and administration.

The College of Pharmacy expanded its pioneering program in clinical pharmacy training into Memphis area hospitals and continued planning the development of continuing education centers throughout Tennessee in support of the practicing pharmacist.

Eye Surgery Concept Developed

Among several major developments in health care research and services this year was a new concept in corrective surgery for eye defects developed by Dr. Roger Hiatt, chairman of the Department of Ophthalmology, which is gaining wide recognition.
Dr. Ian W. Mathison of the Department of Medicinal Chemistry in the College of Pharmacy was awarded a three-year $150,000 research grant from Beecham Research Laboratories of England on the basis of initial discoveries which he made in the control of high blood pressure.

A neurosciences laboratory was established, utilizing a memorial gift from the widow of Charles B. Stout of Memphis. The funds were used to buy a mass spectrometer system—the core of the laboratory—which is used for clinical research on disorders such as Parkinson’s disease, stroke, genetic abnormalities leading to mental retardation, and cancer-like conditions of the brain and nervous system.

Another sophisticated research instrument added this year is a new type of kidney dialysis facility, housed in the West Tennessee Chest Disease Hospital, under clinical direction of UT’s Section of Nephrology. This new system, provided primarily by the Kidney Foundation of West Tennessee, Inc., and the State of Tennessee, is designed for patients requiring regular kidney dialysis but who have neither facilities nor relatives to help with home therapy.

**Plans Made for New Buildings**

Construction started on a new $800,000 maintenance headquarters building, and old buildings were razed to make way for construction of the General Education Basic Sciences Building, expected to cost about $10,000,000.

Plans proceeded during the year for a new Dental Clinic, an $8,600,000 project; and initial plans were being made for a new College of Medicine Building and the College of Nursing.

Altogether, capital expansion plans for the Medical Units total about $35,000,000.

**UT Memorial Research Center**

The past year has been notable for progress in a number of areas at the University’s Memorial Research Center at Knoxville: in growth and direction of programs, in staffing, and in the establishment of meaningful academic and community interactions.

Two additions to the professional staff strengthened the areas of medical research and research management. Another major institutional capability which matured during the year is the MRC’s computer center, a facility which is demonstrating fantastic versatility in medical information processing. Areas receiving support from the computer include the intensive care newborn nursery, the cancer registry, the pharmacy, and a wide variety of mathematical and record-keeping procedures in the Research Center itself. Further computer programs are being implemented.

One of the most significant developments of the year—and one which holds long-range significance for the future—was the extensive planning toward establishing an East Tennessee Cancer Research Center in the Knoxville-Oak Ridge area, which was led by the staff of the Memorial Research Center. This effort was motivated and encouraged by the major involvement of Research Center scientists in clinical oncology, community medicine and basic, clinical and applied research in cancer. It is consistent with yet another area of concern to the MRC staff, namely the assumption of leadership roles in implementing more effective interactions with related academic and community institutions.
Two themes that characterized The University of Tennessee at Martin in 1973-74 are cost-efficiency and refinement of quality. The limitations placed upon the campus by a combination of inflation and little additional revenues were turned to qualitative advantage through the sifting of priorities and increasing productivity.

Working within an operating budget barely larger than that of 1971-72 (two years earlier), the institution, under the guidance of Chancellor Larry T. McGehee, nevertheless managed to make significant progress in its distinctive commitment to undergraduate learning.

With virtually no increase in the number of faculty and administrators during the year, advancements in services were still possible as work was judiciously apportioned among the existing staff. Faculty and students alike undertook student recruitment and public service responsibilities, and more individuals and student groups were invited to the campus than ever before.

In budgeting, emphasis has been placed upon ways to make UTM salaries competitive with similar institutions rather than upon adding faculty and staff in appreciable numbers. This continued to be a challenge because of inflation, slowing of new revenues due to a stabilized enrollment, and UTM's commitment not to undertake graduate programs even though they produce higher revenues per student and provide graduate assistants to teach undergraduate classes.

Lacking funds to start new programs as demands arise, UTM has sought to bring such programs to its region by consortia. UT Knoxville has cooperated in offering graduate education courses beyond the master's degree level on the Martin campus. UTM is a partner with Memphis State University and Dyersburg State Community College in a Joint Center at Dyersburg, and is also a partner with Memphis State, Jackson State, Union, Lane, and Lambuth in a center in Jackson. Plans for a UTM-based dental hygiene degree from the UT Center for the Health Sciences are proceeding.

Academic Programs Started

New degree programs inaugurated at UTM in 1973-74 include natural resources management, communications, and health services management. An extensive self-study of education and liberal arts curricula led to significant changes in these programs, plus new directions in general studies.

A new "contract degree" in liberal arts allows a student to work with the dean in "tailoring" a degree in a field not usually available at UTM by using faculty and courses from several departments. One student, for example, is majoring in American studies, without UTM having to create a department in that field.

Enrollment at New High

Enrollments at UTM in the winter, spring, and summer quarters of 1974 set new records after a fall quarter decline of about 80 students. Increases in enrollments at off-campus courses in Paris, Milan, Dyersburg, Humboldt, Lexington, Bolivar, Jackson, and Camden were apparent. Response to state-wide credit courses on television taught by UTM psychology and mathematics professors was excellent.

Enrollments in UTM's engineering and engineering technology program rallied this year after experiencing declines common to all engineering schools from 1970 to 1973. UTM takes pride in the large number of its students who enroll in professional schools—medical, dental, medical technology, optometry, dental hygiene, physical therapy, law, etc. Studies of academic performances by
these students after entering professional programs show that they often lead their classes.

Women's Seminars Prove Popular

A successful undertaking was a series of Women's Seminars, sponsored by UTM for housewives and working women for West Tennessee. These seminars, also open to UTM students, featured weekly guest lecturers and attracted attendance from a wide area.

In all, more than 140 conferences and short courses were held on the UTM campus in the academic year, serving several thousand non-credit students.

Other UTM programs took education to the people. Archaeological digs at Civil War and Indian sites, seminars at the Land Between the Lakes, bus tours to historical homes, and other services kept UTM faculty and students in touch with the people of the region.

Admissions Changes Effected

Changes in admissions policies implemented during the year are guiding applicants into appropriate UTM programs. Students with high school deficiencies are steered into UTM's competency programs in reading, mathematics, or science until they can compete with their classmates. Advanced students enter honors courses or receive CLEP credit. One student entered as a sophomore after high school.

Most UTM departments now use student evaluations of teaching as a means for improving teaching and evaluating teacher performance. It is likely that all departments will use this procedure by the fall of 1974.

Differentiated Housing Adopted

Two years of studying housing patterns led to a new system of differentiated housing. Rules now provide closer supervision of freshmen, including making academic tutors available in the freshman halls. Upperclassmen have a range of five options from which to select the type of housing regulations most satisfactory to them and their parents.

New Construction Under Way

UTM has almost $10,000,000 of construction in progress. Work on the Education-Home Economics-Nursing Building is on schedule and should be completed in March, 1975. Work began in April on the $5,000,000 Physical Education-Convocation Center, with completion expected in early 1976. This spring bids were accepted for renovation of Browning Hall, a former residence hall, as the new home for the School of Business Administration. An expansion of the University Center was completed in September, 1973, and a new heated swimming pool, covered with a geodesic dome, has been built in the residence hall area. UTM students claim to have the most attractive campus in the state.

Three Programs Accredited

Having received independent Southern Association accreditation in 1972, UTM sought and received professional accreditation of its nursing department, undergraduate education program, and home economics program. Its undergraduate social welfare program has received an approved status and will be eligible for accreditation review in the fall of 1974.

Areas of Concern

Growth of the institution in the past decade has been so rapid that the Paul Meek Library has a deficiency in the desired number of books; but efforts to correct this deficiency have almost doubled the library collection since 1970. To increase access to library-loan volumes and to speed cataloging, UTM is a charter member of SOLINET, a Southeastern computerized library-sharing network.

UTM is concerned about the radius of its enrollment area. Although only ten miles from Kentucky, UTM is unable to attract many Kentucky residents because of high out-of-state fees. Meanwhile, Kentucky's Murray State University, which is situated near Tennessee, probably will not charge out-of-state fees in 1974 to students from Montgomery, Henry, and Stewart counties in Tennessee, areas from which UTM draws many of its students.
The University of Tennessee at Chattanooga has completed its first year under the leadership of Chancellor James E. Drinnon, Jr., successor to Dr. William H. Masterson, who is returning to teaching and research at UTC. With the completion of a major part of an extensive building program, this campus is rapidly taking on the appearance of the metropolitan University envisioned by our campus planners.

Although the rapid growth anticipated for the UTC campus has been slowed by several factors—the nature of the economy, the advent of a local community college, and changes in student career goals—enrollment for the 1973-74 school year stood near the 5,000 level, and considerable progress was made in instituting new study programs in fields in which college training is needed in Tennessee.

**Professional Studies Reorganized**

As approved by the Board of Trustees in January and the Tennessee Higher Education Commission in March, UTC's College of Professional Studies was reorganized to include a School of Business Administration, a School of Education, and a Division of Human Services, along with the Department of Nursing and the Department of Military Science.

Plans were made to initiate at least four new academic programs in the coming year. The bachelor's degree will be conferred upon students completing programs in criminal justice, applied mathematics, early childhood education, and environmental studies.

A program leading to the M.S. degree in psychology with specialization in clinical, school,
and industrial psychology has been approved by the UT Board of Trustees and is scheduled to begin in August of 1975.

UTC is expanding its role in the region by entering into a cooperative agreement with Cleveland State Community College and the Chattanooga State Technical Community College in educational programs.

New Library Dedicated

A major event of the year was "Ten Million Dollar Day," observed January 17 with the dedication of the new $5,400,000 library (opposite page) and parking garage as the principal event. As part of the day's program, the new $2,300,000 central energy plant was formally opened, and ground was broken for a new $3,400,000 classroom and laboratory building.

Work on the University Center is nearing an end, with occupancy expected by late summer. Renovation of Brock Hall will add several needed classrooms when completed late in the summer.

The new UTC student village is scheduled to open in January of next year. The modern town houses in the village feature more than one hundred apartments, each containing four single bedrooms, a living room, dining area, kitchen and bath.

Foundation Provides Support

UTC has the distinctive advantage of the support derived from the UTC and UC Foundation, which permits it to engage in innovative academic programs. In 1973-74 the Foundation received a total of $371,337 in gifts and pledges toward the Annual Development Fund. Contributions to the Bold Venture Endowed Fund brought the development total to $401,337.

These Foundation funds, which are applied to programs for which state appropriations are not provided, will support innovative academic programs, faculty study grants, and student scholarships. Some of the projects approved for funding are a political science internship, a special education program to train teachers of gifted and retarded children, a music enrichment program, a study of the academic use of computers, and a visiting distinguished professorship.

Of interest is a gift of nine racing shells and a boat-house, valued at more than $13,000, which will be used to initiate a sculling program in the physical education department. Anonymous donations amounting to $40,300 will be used for scholarships.

Public Services Expanded

Recognizing the importance of public service as a function of the University, the UTC Office of Continuing Education has increased its non-credit courses and workshops.

During the first half of this year, the office offered 57 non-credit classes, which were attended by over 900 persons, ranging in age from seven to 70. Among the topics covered in the classes were photographic darkroom techniques, competitive swimming, self-defense for women, and credit management in the 1970s.

In addition to the traditional workshops in consumer education and journalism, the office sponsored an institute on Head Start services to the handicapped and a workshop on African textile design.

The office plans to continue to expand its program with more UTC faculty devoting their time to continuing education.

Staff and Equipment Needed

Areas of greatest need for the coming year include library materials and supplies, equipment for science laboratories, and facilities for fine arts.

Some staff shortages continue to exist, especially in the School of Business, School of Education, Division of Human Services, the psychology department, and the library.
The University of Tennessee at Nashville continued as the fastest growing senior higher education institution in the state, offering primarily evening classes for working adults.

More than 200 students received undergraduate and graduate degrees in the spring, four times the number conferred at the 1971 commencement, the first year as a primary campus. Enrollment increased to an all-time high of 5,999, including students in both credit and non-credit courses. This was triple the number enrolled three years ago.

Although best known as Tennessee's first full-time night university, UTN takes pride in its daytime nursing program, the largest associate arts school of its type in the state. About 300 students are enrolled in this program, and the University hopes to offer a B.S. degree in nursing in the near future.

New Degrees Offered

New degrees offered in the past academic year include the associate of science in fire science and an educational stem in environmental science. Programs include three levels of instruction: associate, baccalaureate, and graduate.

The Master of Business Administration degree was conferred for the first time last year, and 235 students are currently enrolled in the MBA program.

Off-Campus Programs Expanded

UTN has joined area colleges and communities to offer courses according to needs. Among these activities are the establishment of courses in the Columbia and Gallatin communities, evening adult education classes at Nashville high schools, and continuation of the consortium which makes courses available at Eagle University for personnel and dependents at Fort Campbell, Kentucky. A major extension of educational programs last year was the establishment of a "College Behind the Walls" for inmates at the State Prison.

UTN has expanded its services to the music industry of Nashville by offering a variety of programs and courses to students interested in songwriting and related arts. These classes are offered in cooperation with the Nashville Songwriters Association and WSM's Grand Ole Opry.

300 Seminars, Workshops Held

During the year UTN's Division of Public Services coordinated or sponsored more than 300 special seminars, workshops, institutes, and non-credit courses for some 20,000 government, business, and industrial personnel from Tennessee and other states.

Development Potential Tapped

A development and alumni relations director was employed this year to further cement relationships with the community and alumni. Several businessmen and women were appointed to the "UTN Associates," a group organized to support and direct UTN in carrying out its various missions.

Areas of Concern

Although UTN has shown great progress, it has continued to operate under a handicap as a defendant in a five-year Federal civil suit which threatens the role and mission of this campus. The plaintiffs in this suit contend that the existence of UTN helps perpetuate a dual or segregated system of public education in Nashville because of its competition with Tennessee State University. We have denied these allegations, pointing out that UTN was created as an evening institution to meet the educational needs of the Nashville area's adult working population, both black and white, and our role is entirely different from that of TSU.

In the latest development of this case, the Federal judge has ruled that UTN must discontinue its graduate courses in teacher education, with the privilege of offering such courses being assigned exclusively to TSU. This was an interim ruling, and other judgments may be made in the future. We have appealed this decision and hope that we can persuade the judiciary that UTN has a highly justified mission in serving the people of the area as an evening institution conveniently located in downtown Nashville.
Throughout 1973-74 the Division of Continuing Education—an agency which overcomes geographical, employment, and family obstacles to traditional resident education—continued to broaden and refine its manifold educational services to the people of Tennessee.

The establishment of a Center for Extended Learning this year was a move to coordinate more effectively all off-campus educational offerings. The Center assists all UT campuses in creating learning opportunities for qualified students of all ages and all walks of life. It specifically coordinates extension offerings in radio, television, videotape, Electro-writer, tele-lecture, correspondence, film, slide, audiotape, and library services existing within the Division.

Statistically, some of the year’s accomplishments may be shown as follows:

- 423 different correspondence courses offered for college credit;
- 23,226 resident students enrolled in closed-circuit television courses;
- 51 courses offered in remote locations by video-tape and Electrowriters (primarily graduate engineering);
- 6,452 films from the Teaching Materials Center used by individual teachers and groups throughout the state;
- 21,648 quarter-hour informational radio programs on 158 commercial stations throughout Tennessee;
- 2,526 club program services involving library materials, book lists, and program ideas;
- 23,487 man-days of non-credit training by Head Start Training Office staff.

A pilot pre-college video-tape program started by UT in four Middle Tennessee school systems in the spring of 1973 was expanded in the fall. The filmed classes are taken during “free periods,” and high school students may earn three college credit hours per quarter under this program. Students pay regular tuition rates and the credits are transferable to any state college in Tennessee.

During the year, the Division offered credit courses to subscribers of the cable television system in Oak Ridge, a pilot project for the possible broadening of televised credit courses on other community antenna systems in Tennessee.

The Division carried on extensive work with agencies such as the Tennessee Commission on Aging, the Tennessee Consumer Education Council, and the Tennessee Comprehensive Health Planning Council.

Fifteen proposals for funds to support Division programs were submitted to state and Federal agencies, 11 of which were approved and funded, and two were pending decision at the close of the year. The total amount granted under the 11 approved projects was $452,000. One of the funded proposals provided $25,000 to expand the University’s cooperative education program which coordinates educational opportunities for non-engineering students. Cooperative education coordinators are now employed on UT campuses at Knoxville, Chattanooga, Nashville, and Martin.
One of the main concerns of the American people during 1973-74 was the food supply. A combination of circumstances such as special trade agreements with Russia and China, devaluation of the dollar, and increased demand for our agricultural products by other nations has aggravated the agricultural situation. Consequently, more attention is being focused upon the teaching of agriculture, the research necessary to raise production, and the extension of new knowledge to those who produce.

Fulfillment of a long-standing need was begun when the 88th General Assembly authorized the establishment of a College of Veterinary Medicine and appropriated $425,000 to initiate the curriculum and facilities. This college, which will be the joint responsibility of the Institute of Agriculture and the UT, Knoxville campus, will take its place alongside the College of Agriculture as a major force for the improvement of life for all Tennesseans.

### Agricultural Experiment Station

A three-year study of soybean production, in cooperation with the Tennessee Farm Bureau, was completed. The results indicate that production can be increased as much as 60 per cent above the state average through proper soil selection and the use of good management.

A research staff of 110 full-time scientists worked on some 200 projects during 1973-74, and 234 publications based on research findings have been prepared. These publications provide guidelines beneficial to farmers, agricultural leaders, and consumers seeking to improve food production and the quality of life of Tennesseans.

Two inter-disciplinary projects, cutting across a number of different research areas have been planned and other projects are being considered. One project on swine will be implemented on the Ames Plantation starting in the fall of 1974. The results of this work will be reported in scientific publications and the operation can be observed by agricultural leaders at Ames Plantation. Approximately $60,000 in new facilities for swine will be involved in this project. A second project involving waste disposal for grade A dairies is being undertaken involving engineers, economists, and animal scientists. The results should provide guidance on meeting environmental quality standards required by EPA and other agencies.

Because of inadequate state support, the UT Agricultural Experiment Station has been obliged to curtail its program in order to compensate for inflationary increases in operating costs and salaries. Tennessee ranks at the bottom of the list of Southern states in terms of state appropriations for agricultural research in both total amount and in the amount per farmer served.

### Agricultural Extension Service

A long-range goal of the Agricultural Extension Service is the achievement of one billion dollars in farm marketings in Tennessee by 1985. To reach this goal, an increase of $20,000,000 annually (in constant dollars) from 1970 to 1985 is necessary. At the end of the third year, 1973, the total increase from 1970 was $390,000,000. Rising prices accounted for most of this increase, but even after adjustments for price changes, the rise in volume exceeded the needed increase of $60,000,000 over the three-year period.

Extension and public service programs undertaken during the year include an intensified...
An extension specialist discusses weed control at a field meeting.

An extension specialist discusses weed control at a field meeting.

effort to increase soybean production; a special demonstration on forage testing of silage used by dairy and beef farmers; and a special educational program on the selection and safe use of DDT-substitute pesticides.

County agricultural extension staffs throughout the state are seeking to involve local residents in the total development of their counties. These extension agents help to bring University personnel and resources to bear on local problems. For example, the progress made by the Morgan County Development Committee shows what can be done when the extension agent provides educational leadership. In that county a health clinic has been established, a solid waste system and sewage plant placed in operation, and plans for a recreation park and industrial park are being carried forward.

In its efforts to make rural America a better place in which to live and work, the Agricultural Extension Service is forging new and better communication links with agencies such as the State Rural Development Committee, Area and County Rural Development Committees, State Planning Office, Development Districts, TVA, State Department of Economic Development, and the U.S. Department of Agriculture.

Agricultural Extension Service needs have been accentuated by the erosion of inflation, and it has been necessary to curtail some programs by reducing personnel and support provided by faculty and staff.

From the standpoint of physical facilities, improvement of the Clyde Austin 4-H Training Center is of primary importance. The facilities are badly deteriorated, and there is urgent need for another 10 dormitory units, kitchen and dining rooms, and swimming pool.

College of Agriculture

College of Agriculture contributes to the growth of Tennessee’s agricultural economy through on-campus teaching in many areas of specialization.

During the year the college continued moving toward established goals. A new B.S. degree program in wildlife and fisheries science was approved by the Tennessee Higher Education Commission and is now available to students. Four new courses—agricultural law, agricultural chemicals and the environment, apiculture, and aerial photography of forest resources—have been approved and are being taught.

Areas of Need

Some departments of the college are overcrowded, and the Department of Agricultural Engineering continues to occupy a substandard building.

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Areas of Need

Some departments of the college are overcrowded, and the Department of Agricultural Engineering continues to occupy a substandard building.
All units of the Institute for Public Service have been involved in technical assistance or applied research directly related to the energy crisis. Of especial significance was the work of the Environment Center in energy conservation and alternate sources of energy, the Transportation Center in car-bus pooling and other mass transit forms, and the Center for Industrial Services in business and industrial energy conservation.

Particularly noteworthy was the work of a UT Knoxville professor in the field of urban transportation. Supported initially by a $300 IPS "seed" grant, the professor helped the City of Knoxville design a unique car-bus pooling program. As a result, the city initiated a $100,000 project to implement the system with the U.S. Department of Transportation providing 90% of the funds. Furthermore, the project was cited by the U.S. Environmental Protection Agency and is being published as a model for all cities which must reduce vehicle pollution.

Projects such as this, responding to requests from governmental agencies, have been an important part of UT's public service mission for years. Not until this year, however, did the University have a focal point for responding to requests from county governments. On September 1, 1973, the County Technical Assistance Service, created by the General Assembly, began operating as an IPS unit. CTAS completed initial staffing in mid-October, and today is providing essential services for officials of Tennessee's 95 counties.

Evidence of the need for CTAS is the fact that about 1,200 requests for service were received in the first half year of full operation. One significant project undertaken is the compilation of the private acts of all counties in the state. The codification of these acts is the responsibility of the county governments, and many of them have neither time nor resources to do the job. Recognizing the need for the codification, the General Assembly has approved a special $100,000 appropriation from county funds for CTAS in the next fiscal year.

Regional offices housing representatives of major IPS field units have been or will be established in Memphis, Martin, Jackson, Columbia, Cookeville, Chattanooga, and Johnson City. In addition, headquarters and field offices are maintained in Knoxville and Nashville. This deployment of staff makes the University's public service resources more readily available to Tennessee's citizens.

The Institute is continuing to develop working relationships with other organizations which now provide or could provide assistance to Tennessee citizens. Two projects initiated in 1972-73—with the Institute of Agriculture and with UT Nashville and the AVCO Aerostructure Division—received initial National Science Foundation funding; and the University is awaiting notification of full funding, which could amount to more than $1,000,000.

A third project started last year involves four UT campuses and the six senior institutions of the State Board of Regents' system in a network to provide training for local governmental employees.

The cooperative relationship with the Regents' institutions was broadened this year through submission of a joint NSF proposal by Austin Peay State University, Volunteer State Community College, and UT to provide technical assistance to governments, businesses and industries in a 13-county area of Middle Tennessee.
The annual Solid Waste Conference and Equipment Show, which attracts persons from throughout the state, is sponsored by the Tennessee Department of Public Health's Division of Solid Waste Management and UT's Center for Government Training, a unit of the Institute for Public Service.
In Enrollments—43,394 People

In its primary mission—the teaching of students—The University of Tennessee had a record enrollment this year. A total of 43,394 students enrolled for degree-credit courses in the fall of 1973, and with this enrollment UT was the 18th largest institution of higher education in the nation.

It is particularly significant that UT's enrollment continues to show substantial annual increases. This year there were 1,642 more students than for the previous year, and next fall another increase of about 1,600 students is projected. These are sizable annual increments even though they are considerably less than those of the 1960s, which resulted from the high birth rates of the post-World War II period.

In Legislative Relations

In some respects The University of Tennessee fared quite well in the 1974 session of the 88th General Assembly, but at the same time there were developments which are cause for serious concern.

On the positive side, UT was given a $12 million increase in operating appropriations for the coming 1974-75 school year, and this was the largest dollar increase for a single year in the institution’s history. UT also received $15 million in appropriations for capital outlay improvements.

The increased appropriations provide for substantial improvements to UT's Center for the Health Sciences (Medical Units) programs and for the funding of the tremendously important family practice residency program to be conducted by the College of Medicine in several locations across the state. Another very significant legislative act empowered UT to move ahead in establishing a College of Veterinary Medicine for Tennessee, to alleviate the shortages of both veterinary education opportunities and practicing veterinarians in the state.

The 1974-75 appropriations will enable the Health Sciences Center and the Knoxville campus to make definite progress next year, but the Chattanooga and Martin campuses as well as the Agricultural Experiment Station will find it difficult to operate with the amounts that they are allocated. Other divisions of the University are somewhere in between these extremes, with the status of the Nashville campus dependent upon the effects of the Federal court case in which it is involved.

On the negative side was legislation which gave rise to concern in the nature of legislative involvement in the traditional prerogatives of the faculties and administrators of the state's colleges and universities.

A prime example of such involvement is an act requiring a year's study of American history for every student receiving a bachelor's degree, this will require an unbelievable increase in the number of teachers of this subject—the cost for which this act did not specifically provide. At this time we are not sure of the exact effects of the act, but this will be resolved within the next year.

Another example of legislative involvement was an act regulating "coeducational dormitories," which was adopted by both houses but failed because of a gubernatorial veto. In this case the Legislature was putting restrictions on dormitory regulations of both public and private colleges and universities of Tennessee. In attempting to take this action, the
Legislature was creating real problems for The University of Tennessee administration, which has devoted many years and dollars to the development of a student housing system acceptable not only to students but also to their parents.

If the coed dormitory act had not been vetoed, it would have required considerable reshuffling of housing arrangements on UT's Knoxville, Memphis and Martin campuses, and possibly the expenditure of from a half million to a million dollars (which the act did not provide) to build partitions and other alterations in housing facilities serving both men and women. Also, at the Center for the Health Sciences, where there is only one on-campus residence hall, housing would have been eliminated for either male or female students. Although the act did not pass, this issue is by no means a dead one. The Legislature adopted a resolution calling for a special legislative study of coeducational dormitories.

All of us in higher education also are concerned about still another piece of legislation which came close to enactment. It was a bill that would have restructured the state's entire system of public education, from the kindergartens through the institutions of higher education, placing them all under the budgetary control of a governor-appointed commissioner (whom the press labeled as the state's "educational czar"). Under this proposal the UT Board of Trustees, the State Board of Regents and the State Board of Education would all have to report to the new commissioner, and the Tennessee Higher Education Commission in its present capacity instead of placing higher education under the commissioner of education, but the House did not accept this amendment and the issue was left unresolved.

The present governance of public higher education in Tennessee (the two governing boards and the coordinating commission) was only recently established after a thorough study by a committee of prominent Tennessee citizens, and it has been functioning very effectively under this plan. We believe that the public institutions of higher education in Tennessee are so different in their role and scope that they need a governance and coordinating system which is separate and apart from that of the state's public schools. A single state official would find it exceedingly difficult, if not impossible, to offer effective guidance and coordination for the entire spectrum of public education, and the enactment of this original proposal—unless properly amended—would result in a weakening of the state's present system of public higher education.

<table>
<thead>
<tr>
<th>Description</th>
<th>1973-74 Year</th>
<th>1974-75 Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knoxville Campus (including Oak Ridge, Tullahoma, Kingsport, and other UTK operations)</td>
<td>$36,727,000</td>
<td>$40,030,000</td>
</tr>
<tr>
<td>Chattanooga Campus</td>
<td>5,105,000</td>
<td>5,547,000</td>
</tr>
<tr>
<td>Martin Campus</td>
<td>5,975,000</td>
<td>6,430,000</td>
</tr>
<tr>
<td>Nashville Campus</td>
<td>3,169,000</td>
<td>4,005,000</td>
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<tr>
<td>Center for the Health Sciences Upgrade UTCHS Deficiency</td>
<td>13,626,000</td>
<td>1,250,000</td>
</tr>
<tr>
<td>Clinical Pharmacy Program</td>
<td>2,095,000</td>
<td>1,432,000</td>
</tr>
<tr>
<td>Family Practice Program</td>
<td>100,000</td>
<td>400,000</td>
</tr>
<tr>
<td>Clinical Centers</td>
<td>425,000</td>
<td></td>
</tr>
<tr>
<td>Agricultural Experiment Station</td>
<td>2,710,000</td>
<td>2,800,000</td>
</tr>
<tr>
<td>Agricultural Extension Service</td>
<td>3,583,000</td>
<td>4,088,000</td>
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<tr>
<td>Veterinary Medicine</td>
<td>425,000</td>
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<tr>
<td>Municipal Technical Advisory Service</td>
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<tr>
<td>County Technical Assistance Service</td>
<td>254,000</td>
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<tr>
<td>Institute for Public Service</td>
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<tr>
<td>Division of Continuing Education</td>
<td>543,000</td>
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<tr>
<td>University-wide Administration</td>
<td>846,000</td>
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<tr>
<td><strong>TOTAL UT</strong></td>
<td>$71,882,000</td>
<td>$83,969,000</td>
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</tbody>
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### THE UNIVERSITY OF TENNESSEE
#### BUDGET SUMMARY 1973-74 and 1974-75
#### UNRESTRICTED CURRENT FUND

<table>
<thead>
<tr>
<th>Category</th>
<th>Estimated Expenditures 1973-74</th>
<th>Proposed Budget 1974-75</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knoxville (including Knoxville Campus, Evening School, School of Social Work, Space Institute, Testing Bureau, and The Joint University Center at Memphis)</td>
<td>$69,534,043</td>
<td>$76,754,358</td>
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<tr>
<td>Center for the Health Sciences (including former Medical Units at Memphis, Clinical Education Centers at Knoxville and Chattanooga, Memorial Research Center at the UT Hospital at Knoxville)</td>
<td>$20,269,539</td>
<td>$24,476,367</td>
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<tr>
<td>Martin</td>
<td>$10,652,123</td>
<td>$11,659,366</td>
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<tr>
<td>Chattanooga</td>
<td>$9,146,530</td>
<td>$10,309,852</td>
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<td>Nashville</td>
<td>$5,167,534</td>
<td>$6,491,204</td>
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<tr>
<td>Agricultural Experiment Station (including Agricultural Experiment Stations and the College of Veterinary Medicine at Knoxville, which is a new program in FY1975)</td>
<td>$6,669,620</td>
<td>$7,114,745</td>
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<tr>
<td>Agricultural Extension Service</td>
<td>$9,478,929</td>
<td>$8,070,757</td>
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<tr>
<td>Municipal Technical Advisory Service</td>
<td>$546,588</td>
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<tr>
<td>County Technical Assistance Service</td>
<td>$215,095</td>
<td>$595,505</td>
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<td>Statewide Programs (including Statewide Continuing Education, Statewide Urban and Public Affairs, and University-wide Administration and Services)</td>
<td>$5,862,095</td>
<td>$7,164,211</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$137,742,096</strong></td>
<td><strong>$153,395,817</strong></td>
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#### Estimated Revenue 1974-75

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>1974-75</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Fees</td>
<td>$24,382,785</td>
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<tr>
<td>State Appropriations</td>
<td>$83,969,000</td>
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<tr>
<td>Federal Appropriations</td>
<td>$6,296,360</td>
</tr>
<tr>
<td>Gifts and Grants</td>
<td>$5,119,773</td>
</tr>
<tr>
<td>Sales of Educational Departments</td>
<td>$3,558,330</td>
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<tr>
<td>Sales of Auxiliary Enterprises</td>
<td>$26,669,465</td>
</tr>
<tr>
<td>Miscellaneous Revenue and Previous Year's Balance</td>
<td>$3,400,104</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$153,395,817</strong></td>
</tr>
</tbody>
</table>

*Not included is the budget for the Hospital and restricted funds from Gifts, Grants and Contract Research.*
Dr. David M. Lipscomb, Director of The University of Tennessee's Noise Research Laboratory and Mrs. Ruby Roettger, Research Associate, prepare a chinchilla for testing in the laboratory's noise chamber. The University of Tennessee Development Council is actively engaged in seeking private funds to support the long-range objectives of the Noise Research Laboratory on The University of Tennessee, Knoxville campus.

The entire University community mourned the death of Senator Herbert S. (Hub) Walters during the past year. Senator Walters was one of the most active members of the UT Board of Trustees and a highly respected member of the Development Council as well as a civic and business leader of the state. His attachment to UT was reflected in the provisions of his will, which is still in the process of administration by the executor of his multi-million dollar estate, and by preliminary estimates his bequest to UT will be one of the largest gifts in the history of the institution. In his will, Walters bequeathed a major portion of his estate to the University in the form of a unitrust agreement whereby Mrs. Walters receives the income from his gift to UT during her lifetime. Ultimately the gift will provide scholarships for deserving students at UT.

Significant strides in private fund-raising were made this year by the Development Council, under the chairmanship of William H. Swain of Oneida, Tennessee. Private gifts to The University of Tennessee from alumni, friends, corporations and foundations totaled more than $4,650,000 during the 1973-74 fiscal year.

A $300,000 challenge to alumni and friends of UT was offered by William B. Stokely, III, on behalf of the William B. Stokely, Jr. Foundation to complete the $3,000,000 capital campaign for the College of Business Administration. The challenge was successfully met by new gifts to UT totaling $509,428. While the Stokely gift was designated for the College of Business, alumni and friends were able to designate their gifts to programs on any of UT's five campuses.

A $4,000,000 campaign for the UT Center for the Health Sciences and St. Jude Children's Research Hospital was launched in the Memphis area in the spring, with $2,000,000 to go to each institution. The campaign was a tremendous success. $4,159,399 was raised by Memphis business, professional and civic leaders.

A campaign to increase 15-fold the number of black engineering graduates is under way, with more than $300,000 for grant-in-aid committed by 15 sponsors. The initial group of 17 black students has performed at the same level as their freshman-class peers, and 50 highly qualified high school graduates will comprise the second group to enter college this fall.

The Office of Estate Planning and Deferred Gifts launched a "Wills Emphasis Program" as a service to alumni and friends. The program, stressing the fundamentals of will-making, drew inquiries and requests from more than 2,000 individuals.

The Internal Revenue Service has approved a plan which will establish a "Pooled Income Fund" as UT. This fund will permit individuals to enter into life-income agreements with UT through a contribution in the $5,000-$10,000 range. In essence, the donor will make a deferred gift; reap tax benefits, and realize income from the "pooled" resources of many similar gifts.

Among deferred gifts received during the year was a $120,000 bequest from the estate of Ernestine Moody of Raleigh, North Carolina, which was used to establish a student loan fund at UT in memory of Clarence Hillman Moody.

The University also received land near Gatlinburg, to be used by the Biology Department, which is valued at $200,000 subject to the donor's life estate.
The program of alumni affairs and annual giving continued its strong upward trend during the year. The number of alumni chapters rose to 73 in Tennessee and to 42 in other states. More than 140 chapter meetings were conducted during the year, with approximately 9,000 alumni in attendance. Alumni activities totally, including Women’s Activities Committee meetings, alumni tours, alumni chapter meetings, receptions and other activities attracted more than 17,700 alumni during 1973-74.

The Women’s Activities Committee of the National Alumni Association continued its innovative approaches to programming for UT alumnai. A series of six seminars, “The Complete Woman,” was conducted at Knoxville in the fall, with 170 women attending. A similar series is scheduled for the Chattanooga and Nashville campuses this fall.

The Public Affairs Committee held a special reception for members of the General Assembly, with 81 of the 132 state legislators present. The Annual Giving Program continued as a positive force for the academic progress of the entire University. In 1973-74 18,190 alumni and other friends contributed $892,327 to the University’s Annual Giving Program. This resulted in an average gift of $49.06. All three of these figures are records and make The University of Tennessee among the top 10 public institutions in the United States and Canada in annual giving. Without question, we believe that the 1974-75 fund year will see The University of Tennessee become one of only seven or eight public institutions to raise a million dollars a year in annual giving. This is an outstanding source of funds for academic programs for all campuses and the University would need an endowment of approximately twenty million dollars to match the funds received through the Annual Giving Program. This is among the reasons the Annual Giving Program and the National Alumni Association are such positive influences on the University.
The wide range in examples of progress cited in this report illustrates the great breadth and depth of The University of Tennessee. UT is many things to many people. To some it is an institution to which they can go or can send their children for a "vocational education with a plus"—training for a productive professional career plus learning in the arts and sciences to live a more satisfying and serviceable life as a citizen. To others it is the institution which gave them their family physician or dentist, or their lawyer, or the teacher of their children, or the architect who designed their home or their city hall, or one of a hundred or more other people whose specialized knowledge is vital to everyday life. To still others it is the institution which has solved or is solving, through its vast research resources, some of the knotty problems of today's society—cures for crippling diseases, the preservation of a clean environment, new and better products from our industries, larger harvests from our farms. And to even others it is the institution which is bringing the fruits of higher education and research directly to them—through off-campus and non-traditional teaching programs that offer a lifelong opportunity of continuing education or through numerous channels of public service agencies which deliver the expertise of University personnel to the people of the state. Each of these endeavors is a true representation of the University, and in all of them we have continued to build for quality. So, UT made solid progress last year in the face of inflation, and much credit for this goes to the state for its increased financial support, even though that increase was not as much as requested. A large part of the added appropriations was required to provide additional faculty and other services to accommodate an enrollment rise of approximately 1,600 students, and the remainder was available to help cover escalating costs and to upgrade present programs. Again, for the coming year, we shall encounter the same problem of the continued decline in the dollar's value, and we shall also have another increase of about 1,600 students. Parenthetically, we must call special attention to UT's continuing enrollment rise, which is in contrast to widespread public opinion that all colleges are experiencing a decline. However, UT's rate of increase is leveling off as compared with annual increments of 4,000 or more during the 1960s, and we are thus able to shift our concentrated efforts from providing for a heavy enrollment growth to the upgrading of quality in present programs—including the extension of services more directly to people throughout the state. For UT to continue moving ahead will require the same degree of public interest and support that the institution received in its era of enrollment expansions during the 1960s. This is a matter of major concern not only to UT but also to all higher education because our nation's colleges and universities are no longer accorded the top priorities that they received in the past decade. To meet this challenge, higher education is sorely in need of vocal advocates. The prestigious Carnegie Commission on Higher Education recently completed a massive study of this problem and made numerous recommendations.
toward the restoration of higher education's rightful position in American society.

A number of developments were reported by the Carnegie Commission as causes for this loss of public enthusiasm and support. The political activism and demonstrations of small student groups, in some cases involving faculty members, was perhaps the most visible—certainly the most publicized—cause, and a surprising number of people have the erroneous belief that such activities are still prevalent on our campuses. Rising costs and other changing economic conditions which created much greater competition for the tax dollar and also for the sources of private philanthropy were also leading factors. So also was the leveling off of college enrollments resulting from decreasing birth rates since the 1950s. Public enthusiasm for higher education has also been diluted by the growing interest of the public and of public officials in other programs, such as vocational education, mental health, and transportation improvements. And, at the same time, popular interest in the research contributions of higher education, which reached its height following World War II, has diminished.

These and other factors not only brought higher education under measures of strict accountability—which were certainly not objectionable—but they also seemed to generate a distasteful by-product of waning interest and support. Where higher education was once readily recognized for the contributions it can and does make to the welfare and progress of society, an apathetic attitude toward colleges and universities has seemed to be emerging. At least they no longer receive the top priority consideration that they long were granted in the state capitals of the nation. They are now being more or less taken for granted.

For UT's progress last year, we acknowledge our deep gratitude to those within and without the University organization who made these accomplishments possible. The Board of Trustees and the administrators, faculty, staff and student bodies of all five UT campuses as well as the staff of the system's central organization all contributed to the institution's total advancement. Their efforts were encouraged and backed by actions of the Tennessee Higher Education Commission, Governor Winfield Dunn and his staff, and the members of the 88th General Assembly.

And we also acknowledge the University's debt to other groups who have continued making substantial contributions to supplement state support and thus to provide a "margin of excellence" in the University's programs. These include the alumni under the leadership of Larry Bates, the Development Council under William H. Swain, the special support groups of each of the five academic campuses, and others who have made generous gifts and grants.

We are deeply appreciative of the services rendered by all of the University's friends and supporters, and we urge them to become the vocal advocates that we shall need in facing the future.

Respectfully submitted,

Edward J. Boling
President