Shortly after I became chancellor of the University of Tennessee, Knoxville, I began talking with the faculty, staff, students, trustees, alumni, and friends about the strengths and weaknesses of this remarkable institution. I asked them what they saw as UT’s greatest potential. From those conversations, I developed a list of strategic priorities to work on during the next few years; I shared them with the university community; and I asked the faculty and staff to work with me to help the university fulfill its potential. That was a year ago. It’s time now to report on the progress we’ve made together.

In the following pages you’ll find stories about how the university and its various colleges have addressed those priorities. These stories aren’t comprehensive. They simply spotlight the commitment and creativity of our faculty, staff, students, and alumni.

Earlier this year, Governor Phil Bredesen challenged UT Knoxville to become a top-25 public research university. I’m proud of that challenge because it means that the governor knows what we know—that we already are a great university. His challenge has an edge to it: don’t settle for great—become the best.

That’s what the governor wants. It’s what I want. I think it’s what you want, too.

Read on—we have much work ahead.

With best regards,

Jimmy G. Cheek
Chancellor
The University of Tennessee, Knoxville
The Strategic Priorities

As they appear in this report

Cultivate sustainability
Recognize faculty, students, alumni, and staff
Strengthen partnerships
Increase gifts, grants, and endowments
Improve campus infrastructure
Enhance diversity
Improve the educational experience
Expand research and scholarship
Encourage globalization opportunities
Broaden outreach efforts
Recruit and retain stellar faculty
The New Norris House

Today, 75 years later, a team consisting of architecture, landscape architecture, engineering, and environmental studies students and architecture professors Tricia Stuth and Robert French has designed and is constructing a prototype of the New Norris House, a sustainable home for the 21st century, one they hope will last well into the future.

Norris was originally an experimental town with homes constructed of wood, steel, and cinder block. The community was the creation of the latest science and technology in residential design, using novel elements like precast flooring and advancements in ventilation, insulation, plumbing, lighting, and electric and solar thermal heating.

The New Norris House will be the latest in sustainability and green design, incorporating today’s technologies to meet today’s needs. The design takes advantage of natural ventilation, winter sunlight, and summer shade. The house features a solar-powered water heater, a high-efficiency heat pump, a system for collecting and storing rainwater, and an on-site system for treating gray water.

“We realized that for this home to be a successful sustainable project, it needed to be socially sustainable, as well—adaptable to changing needs, affordable for a wider demographic, and desirable to live in,” says Samuel Mortimer, a fifth-year architecture student. “Anyone can design a sustainable house, but the real challenge is designing one that people want to live in and can afford to live in.”

In collaboration with planning students and Tim Ezzell, adjunct professor and researcher at UT Knoxville’s Institute for a Secure and Sustainable Environment, the team entered its New Norris House design into the Environmental Protection Agency’s National Sustainable Design Expo, held in Washington, D.C., in April 2009, and walked away with top honors. The team is using its award, an EPA grant of $75,000, to construct the prototype in the town of Norris.

It has been working closely with the nation’s leading producer of manufactured and modular homes, the Maryville-headquartered Clayton Homes, on the manufacture of the home’s modular shell.

“Though revolutionary by 1930s standards, the original Norris houses are increasingly dated and constraints.”

There’s more to know about the New Norris House. Please visit www.arch.utk.edu/news/Team_of_Architecture for details.

— Tricia Stuth

The Princeton Review awarded UT Knoxville an 85 on the publication’s “green rating.” This marks the second year in a row the publication has highlighted the university’s environmentally friendly culture and policies.

As a result of the Switch Your Thinking program, overall carbon emissions from campus activities and operations were down more than 2 percent in fiscal year 2009. SWT also increased recycling and implemented a number of efficiency projects across campus.

Students from the College of Architecture and Design and the College of Engineering designed and built a zero-energy house on campus and entered it in the U.S. DOE Solar Decathlon, which will be held in 2011 in Washington, D.C.

Faculty, staff, and students embraced a new conservation policy and energy saving campaign called Switch Your Thinking (SWT). Energy use on campus is down almost 11 percent since the program’s inception, saving more than $1 million a year in energy costs.

The national campus report card from the Sustainable Endowments Institute ranked UT Knoxville higher than any school in Tennessee and tied at the top of Southeastern Conference institutions for its commitment to sustainable practices.

UT students organize and lead creative sustainable programs on campus, including Project Greenway, an eco-friendly fashion show, and the Make Orange Green Power Challenge, a competition between residence halls covering recycling and conservation of energy and water.

The campus set all-time records for total amount of recycled waste, topping out at more than 200 tons of waste recycled in 2009. Special emphasis was placed on recycling and diverting waste on football game days.

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Faculty excellence was underscored yet again this year as 11 faculty members were named Fellows by the American Association for the Advancement of Science. This record number placed UT Knoxville second in the nation among top institutions for the most new AAAS Fellows in 2010. Among the 531 newly elected Fellows, Ohio State University led with 17, UT Knoxville and Cornell University tied for second place with 11 new Fellows each. Ten of the 11 Fellows are from the College of Arts and Sciences, and one is from the College of Engineering.

“These new Fellows exemplify our campus’s leadership in research, science, and engineering,” said Chancellor Jimmy G. Cheek. “Their bodies of work and leadership in their respective fields have placed them among the nation’s best, and we’re proud of their accomplishments.”

Founded in 1848, AAAS serves more than 200 affiliated societies and academies of science and publishes the nation’s best, and we’re proud of their accomplishments.”

The UT Knoxville 2010 AAAS Fellows

- ROBERT NORMAN COMPTON, professor of chemistry, for distinguished contributions to the understanding of negative ions and nonlinear laser spectroscopy
- ELBIO R. DAGOTTO, distinguished professor of physics, for distinguished contributions to the field of theoretical and computational condensed matter physics
- NARENDRA B. DANOITRE, professor of materials science and engineering, for outstanding contributions to research and development and teaching of science and technology of laser materials processing and surface engineering
- CAROL P. HARDEN, professor of geography, for distinguished contributions to geographic understanding of land-use change and watershed processes as vice-president and president of the Association of American Geographers
- SUZANNE LENHART, professor of mathematics, for distinguished contributions to the field of optimal control and modeling of biological and physical applications and to education, service, and outreach activities
- BRENT S. MALLINCKRODT, professor of psychology, for distinguished contribution to the field of psychotherapy research and health psychology and as editor of the Journal of Counseling Psychology
- GARY FREDERICK McCracken, professor and head of the Department of Ecology and Evolutionary Biology, for distinguished contributions to the fields of population biology, ecology, and conservation of bats
- WITOLD NAZAREWICZ, professor of physics, for distinguished contributions to the field of theoretical nuclear structure
- CYNTHIA B. PETERSON, professor and department head, biochemistry and cellular and molecular biology, for promoting biophysical approaches to study the physiology of coagulation and fibrinolysis and for advancing interdisciplinary education at the interface of computational and biological sciences
- MICHAEL J. SEPANIAK, professor of chemistry, for the advancement of the fundamental understanding and the practical implementation of diverse methods of microchemical analysis
- LAWRENCE A. TAYLOR, professor of earth and planetary sciences, for distinguished contributions to the field of planetary geochemistry

For more details about UT Knoxville’s newest AAAS fellows, please visit www.utk.edu/ tntoday/2010/01/06/utk-aaas-fellows.
**Shop Talk**

Remember Cheers, the 1980s sitcom about Sam Malone, his friends, and the neighborhood bar “where everybody knows your name”? Although you probably don’t have a Cheers in your neighborhood, there is a place you can go where everybody does seem to know everything about you—your neighborhood store.

Take, for example, a typical experience at a well-known mass retailer: the familiar face of a greeter welcomes you at the door, and a kiosk notifies you of the best bargains to be found that day. In the produce section, a display of recipes beckons you to try a fruit you may have never seen before. A charismatic demonstrator offers you a sample of a frozen entrée your family is sure to love. In the canned foods aisle, a handy coupon dispenser helps you choose which brand of beans to purchase specific brands from specific retailers.

Then, on the way to pay for your purchases, your cell phone buzzes with a reminder to pick up puppy treats—which, by the way, are on sale. Finally, as you check out, the cashier hands you a stash of coupons for your favorite products. Wow! The performance of an incredible dusting tool you really must have. And that’s not all. In the cleaning supplies section, a multimedia presentation demonstrates the miraculous performance of an incredible dusting tool you really must have. Then, on the way to pay for your purchases, your cell phone buzzes with a reminder to pick up puppy treats—which, by the way, are on sale. Finally, as you check out, the cashier hands you a stash of coupons for your favorite products. Wow! The performance of an incredible dusting tool you really must have.

**Start a search for more information about the Shopper Marketing Forum here: [mtl.bus.utk.edu/meet_the_dept/bio/flint.html](http://mtl.bus.utk.edu/meet_the_dept/bio/flint.html).**
T he convergence of journalism and advertising has arrived—in a good way.

At the newly opened Scripps Convergence Laboratory, students from the College of Communication and Information now have a spacious high-tech place to work, meet, or simply relax and chat. The laboratory, which was funded in part by a $500,000 grant from the Scripps Howard Foundation, is a 4,000-square-foot space that houses two studio areas, a conference room, a focus group room, lounge space, a kitchenette, and offices for members of the college’s information technology team. The lab also is equipped with the latest computing, software, and audiovisual equipment, including UT’s first high-definition projector and a portable HD video studio.

The $500,000 grant—the largest cash gift to the college to date—is part of the Campaign for Tennessee, the most ambitious fundraising effort in the university’s history. The university has set a goal of raising $1 billion; the money is being used to create scholarships, recruit faculty, and renovate and update buildings and facilities, as well as make their studies more enjoyable.

“Our students now have access to the technology and space they need to create more elaborate projects,” Dean Mike Wirth says. “With our classrooms and teaching labs equipped with cameras, computers, and other technology, the Scripps lab will have a transformative impact on the educational experience of our students.”

The lab also serves a more social function. The space allows students in the college’s different disciplines—advertising and public relations, communication studies, information sciences, and journalism and electronic media—to mingle, collaborate, and grumble about the shared unhappiness of deadlines. “This will become the hub for the college,” Wirth says.

Wirth notes that the college also is encouraging its faculty members to work together to promote interdisciplinary projects among the students. “It encourages a convergence of the disciplines, something that’s increasingly important as the problems we deal with become increasingly complex,” he says. Jamil Price, journalism and electronic media senior, says the new laboratory is an improvement at the college that will benefit future students.

“I know the college is better than when I started four years ago, thanks in large part to people like those at the Scripps Howard Foundation. They understand the importance of education in today’s society for young adults like me, and we are very grateful for that,” Price says.

Scripps Howard Foundation president and CEO Mike Philips echoes Price’s opinions on the lab’s utility for future generations of students.

“It’s about young people,” Philips says. “They are going to reinvent our industry and reconnect our world.”

Similar sentiments are voiced by Ken Lowe, chairman, president, and CEO of Scripps Networks Interactive and the founder of HGTV, who called the lab “a necessary investment for our future.”

Rich Boehne, president and CEO of the E.W. Scripps Company, agrees, concluding, “There’s never been a more exciting moment to be in the business than right now.”

For links to more information about the Scripps Convergence Lab, start at www.utk.edu/ tntoday/2010/01/26scripps-convergence-lab.

L to R: Mike Wirth, dean of CCI; Mike Philips, president and CEO, Scripps Howard Foundation; Susan Martell, UT Knoxville Provost; Ken Lowe, chairman of the board, president, and CEO of Scripps Networks Interactive; Jamil Price, senior in Journalism and Electronic Media; Rich Boehne, president and CEO, the E.W. Scripps Company; John Lansing, executive vice-president of Scripps Networks Interactive and president of Scripps Networks
New Building Era Begins

Even though engineers like to build things, the College of Engineering hasn’t put up a new building in almost half a century. The last building, the Dougherty Engineering Building, was completed in 1964, when the tools and facilities for teaching were much less sophisticated than they are today.

The college currently has three buildings in various stages of planning or construction—the Min H. Kao Electrical Engineering and Computer Science Building, the John Tickle Engineering Building, and the Joint Institute for Advanced Materials.

Thanks to a 2005 gift of $17.5 million from Min H. Kao, chairman and CEO of Garmin International Inc., a world leader in GPS technology, the Min H. Kao Electrical Engineering and Computer Science Building, scheduled for a fall 2011 opening, is far along in construction. Besides housing classrooms, laboratories, and a 2,500-square-foot auditorium, the 150,000-square-foot facility will be an environmentally friendly structure.

In 2009, John Tickle, an industrial engineering alumnus of the college and the president and owner of Strongwell Corporation, and his wife, Ann, also a UT Knoxville grad, offered a donation for a new building to house the Department of Civil and Environmental Engineering and the Department of Industrial and Information Engineering. Additional funding from the state of Tennessee and the chancellor’s office, as well as gifts from UT Knoxville alumni Chad and Ann Holifield, Jim Gibson, and Eric Zeannah, have created a true public–private partnership to build this facility.

Groundbreaking for the 5-story 110,000-square-foot John Tickle Engineering Building took place on December 1, 2009.

“Education is the key for taking this state and our nation forward,” Tickle says. “In academics, like athletics, to get the best we have to have the best facilities.”

The new space will include technologically advanced classroom and laboratory space, along with offices for staff and faculty members and graduate students. A unique feature of the building is the pedestrian bridge that will connect the John Tickle Building to the heart of the campus. Construction on the building is expected to begin in late 2010, with completion projected for 2013.

Finally, $20 million in federal funding was secured for a new building to house the Joint Institute for Advanced Materials, a UT–ORNL partnership for advanced multidisciplinary research focused on the newest materials systems. As national leaders in the field of materials research, the College of Engineering and the College of Arts and Sciences will be key beneficiaries of this initiative.

Current plans are to construct this building on the university’s new Cherokee Campus, located on the banks of the Tennessee River just a few minutes from the main campus. Preliminary design work on the site and the building began in 2009.

“All three buildings provide new space that is badly needed for the rapidly expanding research programs of both the college and the university, as well as the educational needs of our undergraduate and graduate students,” says Wayne Davis, dean of the college. “We are indebted to our friends and alumni for helping us build for the future.”
The terror of mass murder drove hundreds of thousands of Hutus and Tutsis from the Central African country of Burundi into Rwanda and the Congo River Basin during the late 20th century. And when genocide swept through Rwanda more than a decade later, hundreds of thousands walked on to Tanzania and hoped-for safety.

But Tanzania was a false hope. Violence continued as part of the refugees’ daily experience, and men often raped women and girls as they searched for firewood outside their camps. When a change in policies in the new millennium made it virtually impossible for Burundians to remain in Tanzania, the United Nations sought their resettlement elsewhere. Sixty thousand refugees came to the United States.

In 2007, Burundians began arriving in East Tennessee, typically without cultural ties or English language skills to help them cope in the strange new land. Bridge Refugee Services, a nonprofit organization affiliated with ministries and the Tennessee Department of Human Services, stepped forward to assist in the immediate transition and early exposure to U.S. culture. Working alongside Bridge is Healing Transitions, a community-based research and service initiative created and run by two College of Education, Health, and Human Sciences faculty members, Denise Bates and Allison Daniel Anders.

In 2009, Healing Transitions—through the work of Bates, Anders, and UT Knoxville graduate students from several departments—provided more than 775 hours of community service to Burundians. Faculty members and students designed and coordinated community education seminars on nutrition, over-the-counter medications, women's health, parenting, and education. Healing Transitions provided childcare, tutored children in English after school, designed and facilitated community education workshops about refugee status and cultural diversity for local schools and teaching interns, and secured professional physical and mental health support for Burundian community members through Cherokee Health Systems.

In coordination with Sport 4 Peace—a national organization founded by two UT Knoxville faculty members and dedicated to improving sporting opportunities for girls and women around the world—and the Lady Vols soccer team, Healing Transitions also organized a soccer camp for more than 60 Burundian children.

For these Burundian children, most of whom were born in the refugee camps in Tanzania and have never seen their native land, the culture of East Tennessee is totally alien. Through the help of Healing Transitions, they are learning to adapt and hoping for a better future.

As for the UT students, it has been a learning experience for them as well. They have received from the Burundians at least as much as they have given; and, as Anders notes, the cultural exchanges they have had during the past year will likely shape the values that will guide them for the rest of their lives.

Find out about UT Knoxville’s programs to help all our students feel welcome and effective in an increasingly diverse community at www.utk.edu/diversity.
What Makes You Stronger

An automobile accident permanently confining her to a wheelchair might well break any 16-year-old. But Kelley Brooks, a law student, wasn’t typical high-schooler. For Kelley, currently a third-year law student at the University of Tennessee and president of the Student Bar Association—wheelchair or not—the experience has taught her compassion, humility, appreciation for what she has, and a profound commitment to service.

“Having this disability has taught me so much,” Kelley says. “And I wanted to use my experience to help others.”

Kelley’s commitment to service brought her to UT Knoxville where she could learn the kind of courtroom skills that would allow her to become an experienced advocate even before graduation.

“Our general focus is different from that of most law schools,” says Ben Barton, director of clinical programs in the College of Law. “We’re obviously very interested in scholarship, we structure our programs to put a high priority on practice elements too. And we’ve been doing it for more than sixty years, longer than any other law school in the country.”

Kelley is one of our legal clinic stars,” continues Barton. “She’s in our Advocacy and Dispute Resolution Program and is now participating in the Wrongful Conviction and Innocence Clinic.”

“My clinic partner and I are representing a man who got life without parole for the rape and murder of a four-year-old girl,” confirms Kelley. “With a blood-alcohol level of point-three-zero, however, he was probably unconscious at the time and incapable of the crime. We’re doing DNA tests right now that should have been done sixteen years ago.

“I love law school,” Kelley concludes, “and I love what I’ve learned here. I hope to work in a public defender’s office when I graduate. I don’t think I could have gotten so well prepared anywhere else.”
Once considered a repository for older finished works, the term library has not often been mentioned in the same breath as words like innovative and creative. But libraries have recently transformed and modernized their approach to scholarship and systems for supporting it by going digital, publishing new works, and transforming research methods. Far from being an exception, University Libraries is providing a benchmark for such progress by offering a new platform for scholars to share their fresh research and creative works with the world.

Through the University Libraries’ digital archive, Trace (Tennessee Research and Creative Exchange), faculty members and students can display and archive their conference papers, dissertations, technical reports, data sets, multimedia projects, works of art, course notes, or previously published articles—any work they wish to share. Launched in September 2009, Trace is growing exponentially with items spanning the natural sciences, social sciences, and humanities. And because Trace is an open-access publisher accessible through Google and other popular search engines, readers and scholars outside the UT community can view the items stored there. Unique treasures found in the database include historic letters in the UT community can view the items stored there. Unique treasures found in the database include historic letters in the Tennessee Documentary History collection and early photos of the Great Smoky Mountains, which were instrumental in convincing Congress to create the national park.

“Trace is ideal for sharing our work with colleagues worldwide. My work can be discovered by other researchers we are not even yet aware of,” says Ken Phillips, an associate dean in the College of Nursing. Dean of Libraries Barbara Dewey points out that Trace also reduces the costs associated with discovering new scholarship. “Open access is a new model for publishing scholarship created for the public good. Trace can host journals too, creating peer-reviewed competition for costly commercial journals available only to those who can afford to subscribe,” she explains.

University Libraries is expanding access to quality publications in other ways as well. Newfound Press, the libraries’ digital press, publishes peer-reviewed works meeting wide dissemination that are unlikely candidates for market-driven presses because of their narrow focus or innovative format—everything from a bibliographic database like “Southern Manuscript Sermons before 1800” to a translation of Simplicissimus, a German Don Quijote. Newfound Press’s titles are freely accessible on the web, with print versions available via the University of Tennessee Press.

Professor Michael Lofaro, compiler of the sermons database, says, “It’s great to have a peer-reviewed local imprint with a versatile acquisitions profile. Colonial-era sermons are a highly specialized topic, yet they are of potential interest to scholars and the general public.”

A trusted archive with powerful new discovery tools, the University Libraries system showcases UT Knoxville’s intellectual capital and opens its virtual doors to all who wish to view its rich resources.

To learn more about how University Libraries supports top quality scholarship, start at www.lib.utk.edu/aboutlibs/services.html.
Nurses without Borders

During Spring Break this year, while some students were parasailing in Puerto Vallarta or diving with dolphins in Xel-Ha, 13 students and two faculty members from the College of Nursing were in Lima, Peru, providing primary nursing care to some of Peru’s poorest citizens. Each year students and members of the nursing faculty travel abroad to take their nursing skills to those in need. These international healthcare mission trips have taken them to Ghana, Belize, Nicaragua, Costa Rica, Panama, and last year to the Dominican Republic to help some of the world’s most neglected populations.

Working with local healthcare providers, the group offers primary care and conducts community assessments. Assessments include home visits where the students and instructors offer education on nutrition and dietary needs, prenatal care, proper sanitation, safe food and water storage practices, and sanitary living conditions. They also conduct physical exams.

Though the strategy for these trips is much the same as for treating needy populations here in the U.S., the group’s biggest challenge is adapting to the cultural differences they face in these countries. While it can be distressing for students to see the levels of poverty that are often evident in developing countries, it’s important for them to step outside their home culture and environment and experience how other people live.

“Nurses today take care of patients from many cultures and backgrounds,” says Karen Lasater, clinical assistant professor in the college. “These patients have different communication styles, family structures, religious beliefs, personal values, dietary preferences, and biological variations. While each student in the nursing program is required to take a course to learn about varying cultural perspectives on health and illness, having them actively working in different kinds of communities is the best way to develop cultural competence and a global perspective. These are lessons you can’t learn in a classroom.”

“Respecting the individuality of each patient and his or her family is crucial in developing the nurse–patient relationship,” Lasater concludes. “Through this relationship, the promotion of health can occur. During UT’s international trips, student nurses strengthen their cultural sensitivity and awareness. Incorporating this understanding into everyday care of patients, whether in a foreign country or back home, is vital to being a successful nurse.”

UT Knoxville is committed to equipping our students to be productive in the global community. For more information about the Ready for the World initiative, visit www.utk.edu/readyfortheworld.

• Approximately 800 UT Knoxville students now study abroad each year—a 40-percent increase over the last 5 years. A new $10 study-abroad fee the students themselves voted for has helped to increase all students’ access to study-abroad programs.

• Global Studies is now one of UT Knoxville’s fastest growing undergraduate majors. The interdisciplinary program helps students understand the implications of global change and allows them experiences that help broaden their understanding of the complexities of global issues and their solutions.

• The Study of the Arts of the Present, a newly formed international interdisciplinary academic society, held its inaugural conference at UT Knoxville. The conference brought together scholars from around the world to discuss how to revitalize contemporary arts studies and jump-start new arts research.

• The College of Social Work received a Department of Education grant through the Funds for the Improvement of Postsecondary Education, which provides stipends for student exchanges among the United States, Canada, and Mexico.

• The UT Space Institute and the Technical University of Aachen in Germany have worked to revitalize a long-term venture that includes exchanges of students and faculty members, as well as joint research and joint mentoring of students.
“How many of you grew up without a father in your life?” Monica Roush asked. Tentatively, one hand was raised, then another, then another. Soon, most of the men in the room held their arms high. “Now, tell us, how many of you wished that your father had been there?” In the quiet of the room, nothing changed. All hands remained above the heads of the men who had felt the shame and the loneliness of being a boy without a dad.

Monica Roush is a coordinator for the Tennessee Partnership for Ongoing Parental Support (TPOPS), a partnership between the Tennessee Department of Human Services, the Tennessee Department of Corrections, and the college’s Social Work Office of Research and Public Service.

The men in the room were inmates in the Morgan County Correctional Complex, a new prison that houses as many as 2,400 men in the hills of East Tennessee.

TPOPS is piloting a curriculum and training series on parenting and child support in the Morgan County prison for offenders who have children. This new initiative began taking shape in the fall of 2009 in response to this chilling set of facts: Sixty-four percent of the men who enter prison are fathers; children of offenders are five times more likely than their peers to end up in prison; and as many as 1.5 million children in the United States have at least one parent in prison.

Studies show that a father who transitions successfully from prison to a healthy life as an employed and housed member of the community, who also values his children and his relationship with them, is willing to support them financially. Men who establish healthy family relationships have strong reasons to maintain a lifestyle that will not lead back to prison. And perhaps more important, their positive presence in the lives of their children works against patterns causing second-generation recidivism, in which the children of incarcerated individuals engage in criminal behavior, with tragic consequences.

Roush, along with fellow TPOPS coordinator Belinda Jones, has her work cut out for her. “We are trying to reconnect children with parents in prison,” Jones says. “We hope that will help break first- and second-generation cycles of imprisonment. We’re also helping inmates understand their financial responsibilities for their kids. We’re helping male prisoners learn about methods for establishing paternity, and we’re helping re-entering parents connect with community services that will work with them to find and keep jobs.”

Roush and Jones are cautiously optimistic. If they are successful, TPOPS may prove to be a model for prisons and communities across the nation.
Singular Scientists

A program designed to bring exceptionally accomplished researchers to Tennessee has signed up six of the nation’s top scientists to work jointly at the University of Tennessee and Oak Ridge National Laboratory.

The Governor’s Chairs Program, initiated by Tennessee Governor Phil Bredesen, set out to exploit and enhance the synergy between the state’s flagship campus and a leading multipurpose national lab.

As many as 20 scientists eventually will be hired for four existing institutes operated jointly by UT Knoxville and ORNL—the Joint Institute for Biological Sciences, the Joint Institute for Computational Sciences, the Joint Institute for Neutron Sciences, and the Joint Institute for Advanced Materials Sciences.

The first appointment to the program occurred in 2006, when Jeremy Smith accepted the Governor’s Chair in Molecular Biophysics in the Joint Institute for Biological Sciences. Smith specializes in cross-disciplinary work in computational biology, biophysics, and chemistry. His work has focused recently on using neutron scattering to study bioremediation and protein folding.

In 2009, another five scientists accepted UT–ORNL Governor’s Chairs:

- Alexei Sokolov is the Governor’s Chair in Polymer Science and holds appointments in the Department of Chemistry and ORNL’s Division of Chemical Sciences. Sokolov’s work in polymers involves fabricating large molecules atom by atom in an effort to control their properties and create substances with useful characteristics. His work will have implications for the development of fuel-cell technology and other alternative energy applications.

- Howard Hall, a nuclear chemist who explores ways to detect and control illicit radioactive materials. He also focuses on methods for responding to and recovering from nuclear incidents.

- Yilu Liu, an electrical engineer specializing in smart-grid technologies in electrical power production and distribution, holds the Governor’s Chair for Power Electronics. Liu’s work focuses on developing new and better ways to monitor and understand the flow of electrical energy through the nation’s power grid.

- Thomas Zawodzinski also specializes in energy issues. His focus, however, is on ways to make fuel cells and other energy storage technologies more durable over time and to ensure that the cells function properly at high temperatures. He works to improve the basic mechanics of the chemical reactions in fuel cells and batteries. As the Governor’s Chair for Electrical Energy Storage, he serves in the Department of Chemical and Biomolecular Engineering at UT and in the Division of Materials Science and Technology at ORNL.

- Frank Loeffler holds the Governor’s Chair in Microbiology and Civil and Environmental Engineering. Loeffler’s research centers on discovering ways to clean the environment, counter the damage humans do to ecosystems, and improve environmental health. He studies how naturally occurring bacteria break down pollutants like chlorinated solvents, radioactive wastes, and greenhouse gases.

- Environmental microbologist Frank Loeffler holds the Governor’s Chair in Microbiology and Civil and Environmental Engineering. Loeffler’s research centers on discovering ways to clean the environment, counter the damage humans do to ecosystems, and improve

For details about the Governor’s Chairs program, visit www.utk.edu/govchairs.

The university unveiled enhanced benefits for tenured and tenure-track 9-month faculty members, including a paid semester with modified duties when there is a new child in the household, whether by birth, adoption, or foster care. New provisions also provide a year of unpaid leave for family care or for medical reasons involving the faculty member, a spouse, a child, or a parent. The university also offers a variety of other benefits, including professional development leave, leadership development opportunities, family tuition waivers, and faculty and family rates at the campus recreation and wellness center.

UT Knoxville’s National Institute for Mathematical and Biological Synthesis (NIMBioS), which celebrated its 1-year anniversary, has already created 25 new jobs in Knoxville, 17 of which were filled during the first year. Twenty-one jobs are full time, including benefits. NIMBioS will employ 50 post-doctoral fellows over the next 5 years.
Global Education on a Local Level

Balancing the popular with the personal is a top priority for UT’s College of Agricultural Sciences and Natural Resources (CASNR). Innovations like podcasting have helped distribute learning to hundreds, even thousands, of people at a time. But reconciling these methods with the ideal of a personalized approach to the college experience is challenging. CASNR, however, has managed to create an environment in which students receive an extensive yet individualized learning experience.

CASNR prides itself on its close faculty–student interaction. At the college, each student is paired with a faculty advisor, and the low student-to-faculty ratio means faculty members can get to know their advisees in depth.

“These strong advisor–student relationships help us bring out the best in our students, guide them through matriculation, and often help launch them in professional careers following graduation,” says Dean Caula Beyl.

CASNR students also receive financial aid guidance, and incoming and current students are urged to submit applications for scholarships.

“CASNR has one of the largest scholarship programs within the University of Tennessee and maintains a wide range of awards for students from freshmen through graduate school,” says Jeff Gerkin, assistant dean and director of financial aid.

Mike Smith, professor of animal science and chair of CASNR’s scholarship committee, notes the awards are greatly needed. “For parents, it can be very tough to cover the expenses,” Smith says, adding that scholarships have often determined whether a student can enroll or remain in school.

On a wider level, CASNR has engaged in many of the innovations that aim to diversify and expand the educational experience. To suit the students’ more dynamic learning style, the college’s faculty members are using new tools.

Andy Pulte, lecturer in the Department of Plant Sciences, finds digital technology useful in extending his classroom teaching beyond the basic material. “My teaching assistants can do podcasts and blogs with more detail, and those enable students to experience them very efficiently and effectively.”

Matthew Gray, an associate professor in the Department of Forestry, Wildlife, and Fisheries, uses podcasting in his courses. He led the college into podcasting in 2005 and surveyed students on its value. “A hundred percent of them said they were in favor of it. I found that they were using the podcasts as a tool for studying; podcasts were boosting their grades on average by one to two percent,” Gray says.

“My ultimate hope is that we can continue to build our podcasting resources to the extent that they augment our continuing-education and distance-learning programs,” Gray adds. “I see them as a way of extending our teaching and educational abilities beyond the borders of UT and Tennessee.”

Start at the homepage of the UT College of Agricultural Sciences and Natural Resources at casnr.utk.edu to learn more about the college’s innovative programs and services.
In early November 2009, officers with the Knoxville Police Department brought a small dog suffering from severe wounds to the John and Ann Tickle Small Animal Hospital at the UT College of Veterinary Medicine. Witnesses said the dog had been dragged behind a pickup truck for several miles.

The story quickly drew expressions of outrage against the perpetrator and compassion for the dog from the community, and volunteers from all over the university stepped up to offer care and support to the 17-pound terrier mix, now dubbed the Little Brown Dog.

When she was first brought to the teaching hospital, Little Brown Dog had frightful shear wounds—damage to skin and other soft tissues, joints, and bones caused by friction against a rough surface—and was listed in critical condition. She received two skin grafts to cover wounds on her paws, and she spent 5 weeks in the intensive care unit for pain management.

Assistant professor of surgery Dr. Patricia Sura and a team of veterinary students and staff members performed Little Brown Dog’s surgeries and provided her medical care, falling for her charm in the process.

“Little Brown Dog stole many hearts at the college. The length of her stay coupled with the horrific circumstances surrounding her injuries caused people in the hospital to seek her out to love on her,” Sura says.

Lauren Donovan, who was a veterinary student at the time and part of the team that cared for Little Brown Dog, says the chance to care for the dog was a wonderful educational and personal experience. Donovan checked the dog’s vital signs every morning and changed the dog’s bandages every other day.

“It was such a great learning experience for me to follow through on a wound-healing case from beginning to end. Usually a student would be able to see only parts of the process, but I was fortunate with Little Brown Dog. Also, the teaching clinician and I had many conversations about pain medication for Little Brown Dog, which have helped me in my clinical practice after graduation,” Donovan says.

Veterinary students were determined to make Little Brown Dog as comfortable as possible by scratching her belly, hand-feeding her special food, and dressing her wounds with hand-styled bandages featuring fruits, flowers, and Lady Vol colors.

Donovan adds that the good cheer was reciprocal—Little Brown Dog’s friendly and affectionate presence made the hospital a happier place. “It was so rewarding to see the final outcome—a perky dog able to use all four of her legs, with all the hair grown back too!”

Sura adds, “Little Brown Dog reminds most of us why we went into veterinary medicine to begin with—to help animals that can’t help themselves. I think Little Brown Dog is perfect.”

Today, Little Brown Dog has recovered and lives with her forever family, where she rules the roost, sporting little red boots for her hikes through the woods.

In all, more than $13,500 was donated toward Little Brown Dog’s medical care. Leftover funds went to the college’s Assisted Care Fund for animals who need medical help.

For the latest updates on Little Brown Dog’s progress, visit www.vet.utk.edu/news/story/little-brown-dog-(updated-12-18-09).html. From there, follow the links to learn more about the work of the UT College of Veterinary Medicine.
**APPENDIX**

### Degrees Awarded

- **Ph.D./Advanced Professional**
- **Master's**
- **Bachelor's**
- **Total**

### Academic Attributes of Entering Freshman Classes 2004–2009

- **ACT Scores**
- **Average GPA**

**Table of ACT Scores and Average GPA**

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<th>Year</th>
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<tr>
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If you’ve read this far, you have a fair notion of what we are doing and where we are heading. I’m proud of our recent record; I hope you are too.

I mentioned earlier that Governor Bredesen has challenged UT Knoxville to become a top-25 public research university. There are matters we have to work on to meet that challenge: increasing the graduation rate, producing more Ph.D.’s, improving campus facilities, finding more funding for research, and, of course, developing a new business plan. All of these things we can do, and the faculty and administration are working on them right now.

UT Knoxville is a great university, and I’m committed to making it one of the best. I can’t predict the future, but I do know that, regardless of the outcome, we will not be disappointed. As anyone ever confronted with a difficult challenge knows, it’s the struggle to get there, not the prize at the end, that brings the greater reward.
The University of Tennessee is an EEO/AA/Title VI/Section 504/ADA/ADEA institution in the provision of its education and employment programs and services. All qualified applicants will receive equal consideration for employment without regard to race, color, national origin, religion, sex, pregnancy, marital status, sexual orientation, gender identity, age, physical or mental disability, or covered veteran status. PAN E01-0425-012-10 • A project of the Office of the Chancellor of the University of Tennessee, Knoxville, with assistance from the UT Knoxville Office of Communications and Marketing. Ph: 865-974-0765 Rev: 9650