We know that breaking into the Top 25 will be tough, but we also know that we will be a much better university because we have accepted the challenge to be among the best educators in the country. Striving to reach these goals is a benefit to all Tennesseans.

An excellent undergraduate experience will better prepare our students to be productive global citizens. Expanding our research mission will help create jobs, grow business, and—most importantly—solve the problems facing our planet. Two major indicators of our progress are our retention and graduation rates, both of which have improved. Our retention rate is now 85 percent, and our graduation rate is 63 percent.

In May 2012, we will graduate our first class of Haslam Scholars. Keep your eye on these students—they will be the leaders of tomorrow. They are also a testament to what can happen when engaged donors dedicate their resources to making UT a better place. Our Haslam Scholars are just a small number of our talented, excellent students who enjoy the opportunity to pursue a college education regardless of their background. On that note, we celebrate this year the 150th anniversary of the Morrill Act, which changed the course of higher education. The Morrill Act was about accessibility to higher education for all social classes. Access is just as important today as it was in 1862. The best and brightest should be able to attend UT, whether or not they have the ability to pay. Fourteen percent of our students have a family income below $20,000, and we make sure these students are able to graduate debt-free. For all students, our tuition remains among the lowest of any public research university in the U.S.

We talk a lot about having enough resources, but it’s really about investments. As taxpayers and donors, you invest in and entrust us with your hard-earned dollars. Our students invest their time and money and expect to get a good education that translates into productivity. We invest in great faculty and staff to teach and prepare our students. The return on these investments is a better future for all Tennesseans. It’s a big idea and it’s worth the investment. Thanks for all you do for the University of Tennessee.
Top 25 Priorities

Becoming a Top 25 public research university is a goal for this decade. To reach that goal, we have developed a strategic plan, Vol Vision, which gives us five strategic priorities to focus on during the next few years:

- **Undergraduate education.** Retain and graduate a diverse body of well-educated undergraduate students.
- **Graduate education.** Increase the number and diversity of graduate students.
- **Research and creative activity.** Strengthen capacity and productivity in research, scholarship, and creative activity.
- **Faculty and staff.** Attract and retain stellar faculty and staff.
- **Infrastructure and resources.** Continually improve the resource base.

Fulfilling these priorities will help us approach our Top 25 goal. The result will be better-educated citizens and more research dollars spilling over into the economy.
BEST OF THE BEST
The impressive first class of Haslam Scholars approaches graduation

When Chelsea Knotts began volunteering with a homeless ministry, she realized she could use her talents by creating a running club for area homeless.

Knotts is a cross-country runner and one of our Haslam Scholars, our most prestigious academic scholarship program, launched four years ago. This year, the first class of these amazing students will graduate.

Knotts led her fellow Haslam Scholars to create the Running with Hope 5K run and one-mile Fun Run. These events encourage the homeless in the running group to race for their own cause and establish more goals in running and other areas of their lives.

Like Knotts, Haslam Scholars fill their undergraduate years with experiences worthy of making them our country’s future leaders. Two prime examples are Aeron Glover and Anna-Lise Burnette.

Glover, an industrial engineering major, is one of the creators of Howstheliving.com and has won nearly $60,000 through entrepreneurship competitions.

Burnette, a double major in global studies and Asian studies, has worked at The Daily Beacon and interned at Metro Pulse. For her honors thesis, she is writing a bilingual children’s book in Japanese and English.

Founded in 2007 and funded through the generosity of Jimmy and Dee Haslam and Jim and Natalie Haslam, the Haslam Scholars Program compares with top-tier programs nationwide.

Haslam Scholars receive full-tuition scholarships, a laptop, study abroad funding, and $5,500 to support their undergraduate research.

Not only does this program provide selected students with a tremendous educational opportunity, it is helping us recruit the “best of the best” students from our state and around the country.

STAYING THE COURSE
UTrack and advisors helping students succeed and graduate on time

Navigating the maze of academics at a major university can be a daunting task. The diversity of students to the diversity of the college and the world beyond, we have expanded our advising services. We’re providing more support for students to understand academic expectations, discover a major, and plan on how to graduate on time.

Starting in Fall 2012, we will implement a program called UTrack, which will track each student’s academic performance through his or her first five semesters. UTrack will help students and advisors avoid pitfalls, students’ academic goals and their potential majors or career paths that are good fits with their interests and abilities.

Meanwhile, the advising services department for the College of Arts & Sciences has hired four full-time advisors devoted to helping students, including those who have not yet chosen majors, with all aspects of their academic paths. Advisors help students choose courses and majors, manage their course load, and avoid classes that are too advanced for their current level.

Staying on the right path is more essential than ever for today’s students. Our advising improvements are just one of the ways in which we’re delivering on our students’ success and the future of our university.
THE MAGIC OF MULTIPLE DISCIPLINES

Bredesen Center brings students of different fields together for research

Stephen Wood is studying wind farm simulations; Melissa Allen, climate science. In a simple conversation, these two scholars—both part of the Bredesen Center’s energy science and engineering doctoral fellowship program—uncovered an opportunity for collaboration that would be beneficial not only to their studies, but potentially the world.

Such collaborations are everywhere at the Bredesen Center for Interdisciplinary Research and Graduate Education, which opened in the fall.

The center combines the resources of UT and Oak Ridge National Laboratory to provide opportunities for graduate students in energy-related science and engineering, foster scholarship and innovation, advance multidisciplinary research, and accelerate development and deployment of new technologies.

“Interdisciplinary magic” is happening every day here,” says Director Lee Riedinger. “These are excellent students from a variety of disciplines. They love sharing office space, hanging out together, and studying with each other. They have never been in such an environment where they are always around students from such varied backgrounds, and they love it.”

Wood is studying how the wake of a single wind turbine interferes with other turbines within a wind farm. He’s developing advanced computer software to model entire wind farms in which the turbines are appropriately spaced. Allen does research focused on how wind patterns might change each decade in the twenty-first century as a result of rising temperatures due to climate change. They hope to merge their two supercomputing tools to produce an efficient means of obtaining future wind farm design.

REAL-WORLD LESSONS

Our newest partnership gives students unique work experience

In fall 2011, we entered into a partnership with Y-12 National Security Complex that allows for joint appointments of researchers, engineers, executives, staff, and graduate assistants. We hope that through this joint appointment, we can help graduate students get real-world experience in the workplace. Our partnership with Y-12 is just beginning, and already we are reaping the benefits.

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In her work with the Bredesen Center, graduate student Melissa Allen’s research focuses on how wind patterns may differ each decade in the twenty-first century due to climate change.
POWER UP

New center researching how to reliably transmit renewable energy in the US electrical grid

America is embracing green power, and we’re at the forefront of research dedicated to ensuring that this green power will flow to consumers smoothly and without interruption.

The nation’s electrical grid is chronically overstretched, resulting in costly and inconvenient blackouts. As the nation is adding renewable generation to its already overly stressed transmission networks, innovations are needed to keep our lights on.

This year, we received a five-year, $18 million award from the National Science Foundation (NSF) and the US Department of Energy to lead the first NSF Engineering Research Center dedicated to addressing electric power transmission systems.

The new center, CURENT (Center for Ultra-wide-area Resilient Electric Energy Transmission Networks), involves a consortium from academia, industry, and national laboratories. CURENT is housed in the new Min Kao Electrical Engineering and Computer Science Building.

Kevin Tomsovic, head of the Department of Electrical Engineering and Computer Science, will direct CURENT, and Yilu Liu, Governor’s Chair for Electrical Engineering and Computer Science, will serve as deputy director.

“Through CURENT, UT will use our researchers’ expertise and the latest technology—such as wide-area synchronized measurements, large-scale computer simulations, and power electronics controllers—to make a real difference in our nation’s electrical grid ability to integrate renewable energy sources into the system,” Tomsovic says.
HONORING A LIFETIME OF SERVICE

Excellent faculty recognized as Chancellor's Professors

William Fox, the William B. Stokely Distinguished Professor of Business, frequently advises authorities through state, national, and international economic forecasts. Fox is an authority on Internet taxation, state tax policy, and public finance. This type of sought-after wisdom is characteristic of Fox and his fellow Chancellor's Professors, faculty who have attained UT’s highest permanent academic honor—and whom we’re proud to call our colleagues.

Fox is one of five new Chancellor's Professors. Jeffrey M. Becker, microbiology department head, has received funding from the National Institutes of Health for more than thirty years. His research focuses on the function of peptides and their receptors, membrane transport, and medical mycology.

Suzanne Lenhart is associate director for education, outreach, and diversity at the National Institute for Mathematical and Biological Synthesis (NIMBioS). Her mathematical biology work has helped devise HIV drug treatments, recommend CPR chest pressure changes, and combat environmental problems.

Beauvais Lyons, a James R. Cox Professor of Art, is an expert in printmaking, contemporary art, art parody, mock documentation, and art censorship. He is frequently featured in national media (including a recent interview in USA Today), and his work can be seen in the Smithsonian Museum of American Art in Washington, DC.

Lawrence Townsend is the Robert M. Condra Professor of Nuclear Engineering. His work in space radiation protection and transport codes has been used by NASA.
BUILDING ON SOLID GROUND
Transforming the campus with Mother Nature on our minds

Reducing our campus’s environmental impact while promoting conservation and sustainability is an ever-present goal for UT. We’re clearly making progress: In 2011, The Princeton Review included UT on its list of the most environmentally responsible college campuses in North America.

We already ask students, faculty, and staff to recycle materials and reduce their energy use. Now, with a campus whose landscape continues to transform, we must expect the same from our new and renovated buildings.

The campus’s sustainable building policy was established in 2007 to make the US Green Building Council’s Leadership in Energy and Environmental Design (LEED) certification system the standard for new construction and renovation projects exceeding $5 million. LEED-certified projects have been completed using environmentally friendly building practices, with considerations for water efficiency, energy use, sustainably grown building materials, indoor air quality, and more.

Following a two-year renovation, the iconic Ayres Hall reopened in January 2011 and is expected to be the first campus building to obtain LEED certification. The new Min Kao Electrical and Computer Engineering Building and the new Student Health Center also will be considered for LEED certification.

OUR NEW STUDENT UNION
A look at the largest building project in UT history

Work begins this spring on the single largest building project in UT history: a new Student Union.

Not only will the new Student Union be larger than the current university center, the new facility’s state-of-the-art design will beautifully showcase UT history and traditions. Faculty, staff, and students have weighed in on how the new building should look and be used.

The new center will be 324,000 gross square feet, 33 percent larger than the current facility, and will:

• be 50,000 square feet larger than the current bookstore
• have 10 dining establishments
• house a 10,000-square-foot, 1,000-seat auditorium, compared to the current 3,942-square-foot, 532-seat auditorium
• be 12,000 square feet larger than the current 3,942-square-foot ballroom that seats 300 to 450 people

The project’s first phase, to be completed in 2014, includes building a new bookstore, dining facilities, and office space where the current university center parking garage stands. The second phase, set to finish by 2016, will finish the facility and extend the building westward toward Volunteer Boulevard.

The new Min Kao Electrical and Computer Engineering Building will be considered for LEED certification. LEED-certified projects have been completed using environmentally friendly building practices, with considerations for water efficiency, energy use, sustainably grown building materials, indoor air quality, and more.
Values We Promote

As we pursue our Top 25 goal, it’s important that we never forget how we impact our university, our campus community, and the world on a personal level.

We promote civility and work to ensure our campus is welcoming to all and hostile to none. We encourage our students to take this attitude with them as they graduate and enter a global workforce.

Our athletics program promotes strong leadership, good sportsmanship, and success both on the field and in the classroom.

The Volunteer spirit is a key value of our university and our fellow Tennesseans. What began with tens of thousands of brave Tennessee soldiers standing ready to serve their country when called upon during war has grown into a spirit shared by all of us to help others, impact communities, and improve our world.

Whether they benefit our students or our fellow citizens, our promotion of and excellence in civility, athletics, and the Volunteer spirit are university traits of which we can all be proud.
Our campus should be welcoming to all and hostile to none. During the past year, we launched a concerted effort to make our campus a more welcoming place to live, study, and work. A task force on civility and community got us started by setting goals and defining the principles of civility: inclusivity, diversity, dialogue, collegiality, respect, knowledge, integrity, learning, awareness, and responsiveness. We introduced our efforts to the campus community in April during our annual International Festival, and since then, students, faculty, and staff have brought the principles of civility to life through speakers, entertainment, and other campus activities.

In June and July, UT’s student orientation leaders met with more than 4,000 new students in small group discussions to talk about the value of diversity and enlist their help in creating a welcoming campus. We showed them a video that powerfully and poignantly explains the inclusive atmosphere we’re trying to promote on our campus. Watch it now at civility.utk.edu.

“This makes me proud to be a UT freshman,” one student told us after hearing about our efforts. “It showed me, a kid from rural East Tennessee, that I will be safe here.”

We’ll keep working to make sure all of our students feel the same way.
Courage, competition, and toughness are all traits we instill in the 473 student-athletes who attend the University of Tennessee. There is no better example of courage than our own Pat Summitt. Not only is she the winningest basketball coach in history, but she’s also earned every award imaginable. This year, she is Sports Illustrated Sportswoman of the Year.

Just as impressive is watching her fiercest competitors stand in line to support her as she battles the greatest challenge of her life: early onset dementia. Coaches, players, and fans of our competitors are giving her standing ovations. They are raising money to honor the woman who has set the standard for what’s good about athletics: a competitive spirit, winning with integrity, and success in the classroom.

At UT, we’re proud of our student-athletes and the men and women who work with them every day to encourage excellence on and off the field.

Dave Hart, our new vice chancellor and director of athletics, knows about winning programs, and he will not be satisfied with anything less for Tennessee Athletics. Our programs are built on tradition, and that tradition is dependent on all of us for its success.

Whether you’re a fan, a faculty member, or a coach, you contribute to the success of our student-athletes, and that’s what it’s all about.

Go Vols!
Volunteer Spirit Abroad

Senior Jennifer Smith is determined to make the world a better place. It’s the Volunteer spirit. A Russian language and global studies major from Maryville, Smith was one of four UT students who spent seven weeks last summer volunteering in Uganda with Nourish International, a group dedicated to eradicating poverty by engaging students and empowering communities.

“We’re part of a global movement of college students who believe they can change the world,” Smith says. “Although eradicating global poverty is an incredibly ambitious goal, that’s what we are attempting to do, as a community of social entrepreneurs.”

The students lived and worked at the House of Hope, near Kyazanga, where forty children live and 250 others walk as far as six miles to attend school each day. The students helped House of Hope create a garden where the school could grow its own food. The students raised $1,500 to buy tools, irrigation lines, seedlings, and fertilizer and to hire prison inmates to clear the land and install the irrigation. The students and locals worked together to plant tomatoes, onions, spinach, peppers, watermelon, cabbage, eggplant, mango, avocado and orange trees.

By the time the student team left, all the garden required was watering and care.

“Vegetables are such rare commodities in that area of Uganda,” Smith says. “The House of Hope will now not only be able to provide the children with a new source of nutrients, but they can also sell the vegetables at a highly profitable rate.”

Taking the

Students help a Uganda school build a nutritious garden