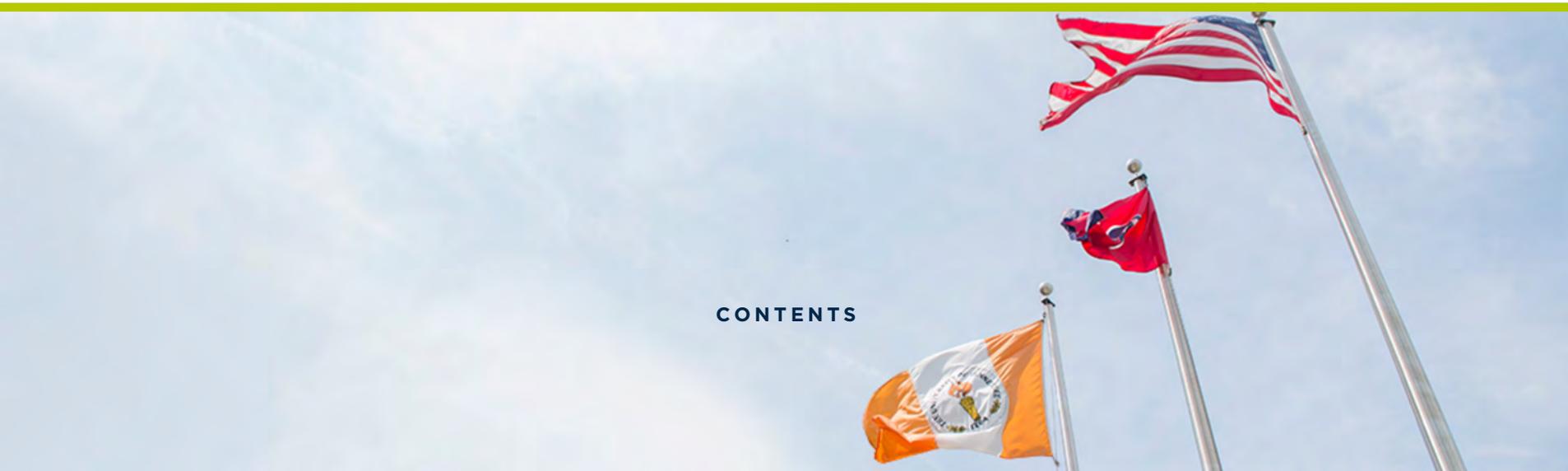


ANNUAL REPORT TO THE  
GENERAL ASSEMBLY

2020

EVERYWHERE  
YOU LOOK,  
UT





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## From President Randy Boyd

The University of Tennessee System has the responsibility to lead and support. That became abundantly clear on March 11, 2020, when we made the very difficult decision to transition all of our campuses to an entirely online instructional platform due to the novel coronavirus sweeping across

the nation. Our faculty had roughly two days to make this happen. Meanwhile, staff were hard at work transitioning students from on-campus housing back to their hometowns. This was an unprecedented, historic challenge, but together, we did it.

Our singular focus was on making decisions that were in the best interests of students—the way it must always be despite a pandemic. We believed in ourselves and our strategy to remain strong through resilience, revival and resurgence.

**Resilience** - From day one, our administration, faculty, staff and students exemplified resilience. COVID required us to turn on a dime and our faculty, as challenging as it was, did just that with perseverance and grace. A few highlights:

- *Less than 60,000 online semester credit hours (SCH) on March 1; On March 23, there were 567,487 online SCH in response to COVID-19.*
- *Loaned laptops and hotspots to students in need so they could finish coursework from home.*
- *Call campaigns at several campuses to current and incoming students.*

**Revival** - As we sought to bring our students back on campus in the fall, our chancellors exhibited exceptional leadership in rallying their best and brightest to pull together thoughtful, solid and safe plans to resume operations. Learning on our campuses has been entirely reimagined, thanks to the creativity of our campus leadership, faculty and staff.

**Resurgence** - Many have said that we have entered a new normal. I believe we have entered a *better* normal. We have reimagined what learning looks like on a college campus, and we are certainly not doing things as we've always done. Our new...our BETTER mindset on helping students achieve their dreams of a college degree is stronger than ever.

I remain inspired by what we have accomplished in a year against considerable adversity, and I am encouraged on what we will accomplish together as we continue moving forward to make this the greatest decade in the history of the University of Tennessee.

- **Enrollment increases** - despite a pandemic that has had a largely negative impact on many organizations, the UT System experienced a 1.9% increase in enrollment above last year. UT Knoxville led the way with a 5% increase, UT Chattanooga experienced a modest increase, while UT Martin and the UT Health Science Center both had very slight declines in undergraduates.
- **Access and affordability** - the launch phase of UT Promise, which was announced in September 2019 with a statewide tour, yielded 1,121 eligible students and 1,407 mentors. UT Promise is an undergraduate scholarship program guaranteeing free tuition and mandatory fees for qualifying Tennessee residents attending UT's campuses in Knoxville, Chattanooga, Martin and Memphis. We are excited about the first year's success, and expect to build on this foundation and experience to grow it in the future.
- **Diversity and equity** - in order to better define and advocate for diversity and inclusion across the state, Delphia Howze was appointed executive director of diversity and equity at the System level. She will consult and partner with UT's campuses and institutes to advance efforts to identify and remove social, financial and health disparities that impede diversity, equity and inclusion. Howze will work to prioritize diversity and inclusion initiatives, as well as serve as a resource to campuses and as a statewide advocate.
- **Rural law enforcement** - Rural law enforcement officers will see the benefits of a \$1.3 million grant awarded to the UT Law Enforcement Innovation Center (LEIC) by the United States Department of Justice's Office of Community Oriented Policing Services (COPS Office). LEIC plans to use the funds to establish a rural law enforcement training center.
- **Supporting innovation** - To promote the University's three-pronged mission to educate, discover and connect, the UT System announced the One UT Collaboration and Innovation Grants. The goal of this new program is to support innovative ideas, create

collaborative opportunities and advance the University in three key areas - student success, research and outreach and engagement. The UT System is investing up to \$500,000 in each of the three categories, up to \$1.5 million total.

- **Substantial investment in the Oak Ridge Institute** - one year ago we announced the creation of the Oak Ridge Institute (ORI), which was designed to be the “go to” destination for top-level talent and discovery. This year, the U.S. Department of Energy announced a \$20 million investment to expand the University’s partnership with the Oak Ridge National Laboratory (ORNL) to train the next generation of American scientists and engineers.
- **Everywhere you look** - our communications and marketing team has done an excellent job of growing the UT brand. This year, eight new locations of “Everywhere you look, UT” murals emerged on canvases ranging from grain bins to downtown businesses to barns. While our goal is to have murals in every county in Tennessee, what we’ve accomplished so far represents millions of exposures by motorists and tourists across our great state to our great university. This unique, impactful advertising costs a fraction of the usual expense for billboards.
- **Commitment to transparency** - the UT System launched its “Transparent UT” website to provide greater and easier access to information for UT’s faculty, staff, students and the communities it serves. The web page represents some of the most frequently requested information by UT constituencies. Also added was a new online system for public records requests that provides a more streamlined workflow process and greater accountability for UT System public records custodians.
- **Extending to the finish line** - completing my visits to every extension office in the state of Tennessee remains one of my most enjoyable accomplishments of 2020. UT Extension supports more than 180,000 youth 4-H Club members and has the largest 4-H Club membership in the country. Beyond raising and showing animals, students also learn skills ranging from public speaking to civics to personal finance to civic engagement.

I remain inspired by what we have accomplished in a year against considerable adversity. The challenges won’t defeat us, they will define us. I am encouraged about what we will accomplish together as we continue moving forward to make this the greatest decade in the history of the University of Tennessee.



SKY'S THE LIMIT!  
#beUTmproud



UT  
MARTIN

## A Better Normal

The novel coronavirus has brought out ingenuity in all of us. Adversity is making us better, stronger, more effective and more efficient. Our post-coronavirus environment is not a new normal, but rather a “better” normal.

The UT System has sponsored research to help UT Knoxville prepare for pooled surveillance testing and wastewater testing from on-campus housing, to use supercomputing to help identify drug targets, to 3D print PPE and develop new, more comfortable and effective designs, and stand up a N95 line at ORNL. At UTHSC, we’ve supported the development of a novel antibody test as part of its comprehensive research initiatives to help confront this pandemic.



Together, we are combining our collective expertise to support our neighbors, whether it involves protecting at-risk workers, selecting the best platform for virtual fundraisers or mitigating supply chain disruptions—UT is here to help serve Tennessee businesses and organizations, and UT alumni and nonprofits across our great state.

## Exploring New Growth Opportunities

The UT System is embarking on a potential partnership opportunity with Martin Methodist College by entering into a nonbinding letter of intent as a first step in discussions to possibly join the UT family.

Martin Methodist, a small private college located in Pulaski, has a long-standing reputation of providing a quality educational experience in the critical areas of nursing, education, criminal justice,



Now, UT is seeking to solve our state’s most complex problems. We’ve launched our “Pandemic to Possibility” webinar series—a partnership between the UT System, the Tennessee Chamber and the Alliance for Better Nonprofits of East Tennessee—to address issues born by COVID-19.

social services and business. What began 150 years ago as a college for women has evolved into a college that serves as a workforce and talent development engine for southern Middle Tennessee, and its graduates are vital to the long-term economic success of the region.

While we will be careful to do our due diligence, we are undeniably excited about the potential to expand our reach and provide more opportunities for Tennesseans.

## Partnerships Abound

The UT System announced the creation of the Spark Innovation Center at the UT Research Park at Cherokee Farm. The center, with six client companies, assists early stage technology companies gain their footings.

The companies, under one- or two-year agreements with the center, have space in the Joint Institute of Advanced Materials laboratories and work with staff to meet milestones to graduate to commercially available space in the region.



Additionally, the Texas A&M University System and the UT System have joined forces to compete for the management-and-operations contract of the Y-12 National Security Complex in Tennessee and the Pantex Plant in Texas.

Both university systems bring extensive experience in understanding the missions of these plants and experience in working with the U.S.

Department of Energy and the National Nuclear Security Administration, which oversee Y-12 and Pantex.



Partnering with Texas A&M to explore ways in which our university systems can further serve the U.S. Department of Energy at Y-12 and Pantex makes sense. Both institutions bring experience in management and operations contracting, broad workforce and talent development programs, and a commitment to serve our students, states and the nation.

UT also announced earlier in the year a partnership involving Volkswagen

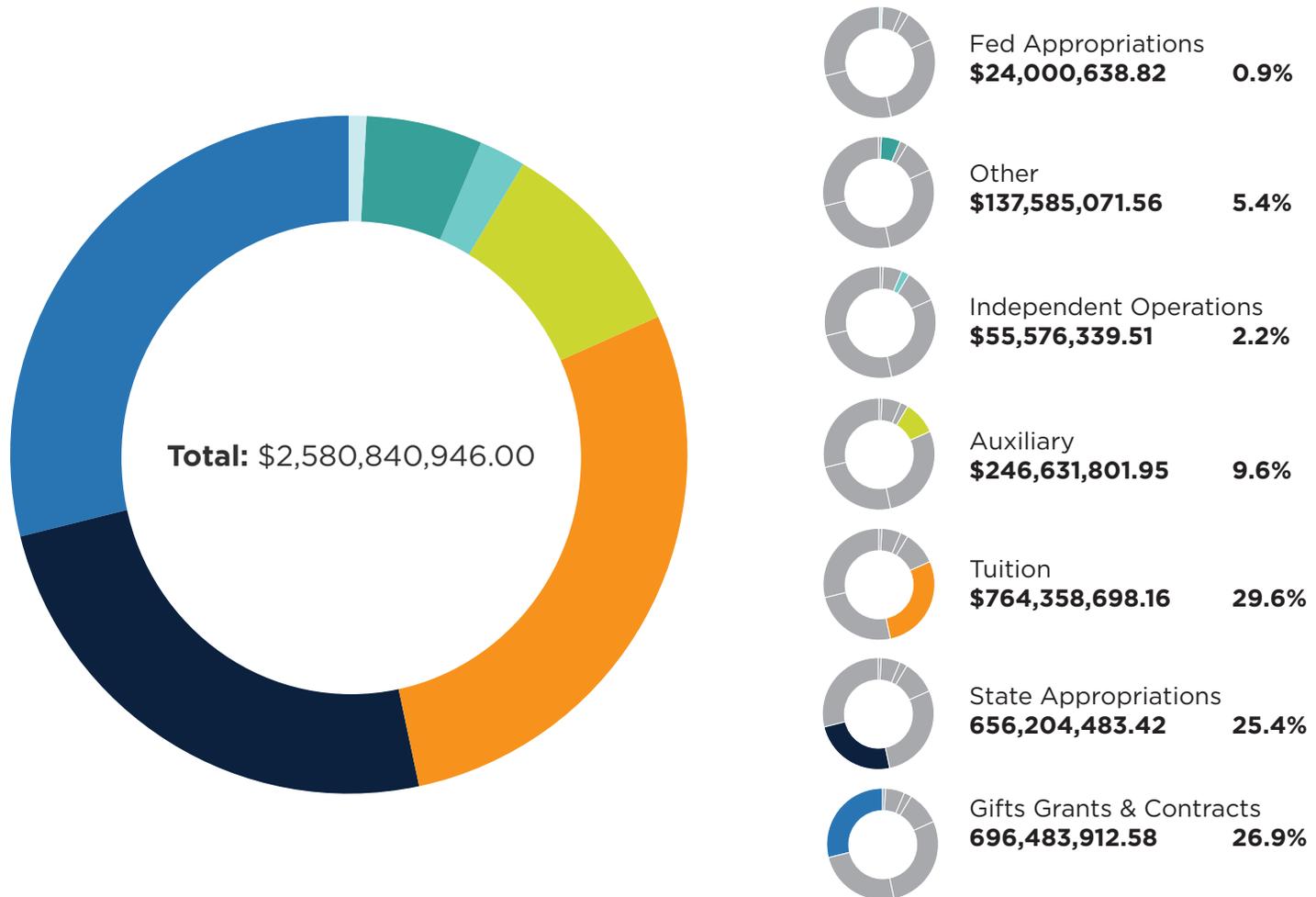


Group of America; the University of Tennessee, Knoxville; the UT Research Foundation; and Oak Ridge National Laboratory to create Volkswagen's first innovation hub in North America at the UT Research Park at Cherokee Farm.

The partnership is leveraging the expertise of ORNL scientists and several faculty members within the Tickle College of Engineering at UT to develop lighter vehicle components made from composite materials and to electrify vehicles—two areas where UT is at the forefront of research and expertise.

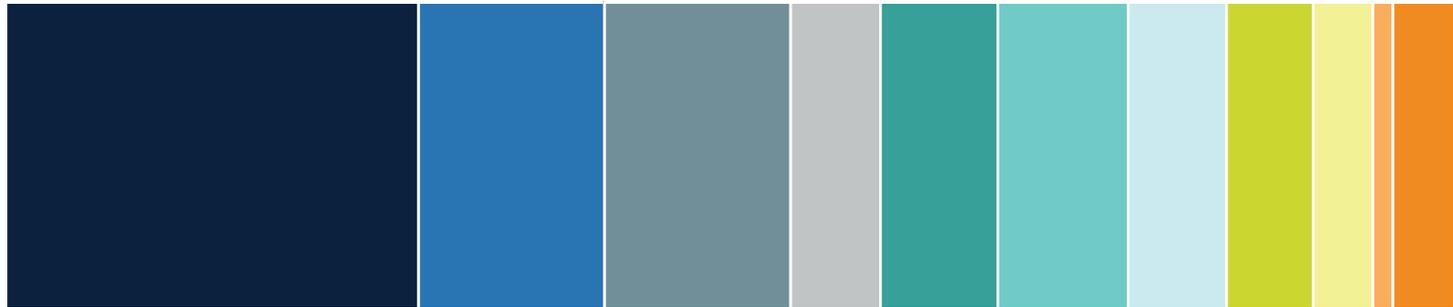
## Sources of Current Funds

FOR THE FISCAL YEAR ENDED JUNE 30, 2020



## Uses of Current Funds

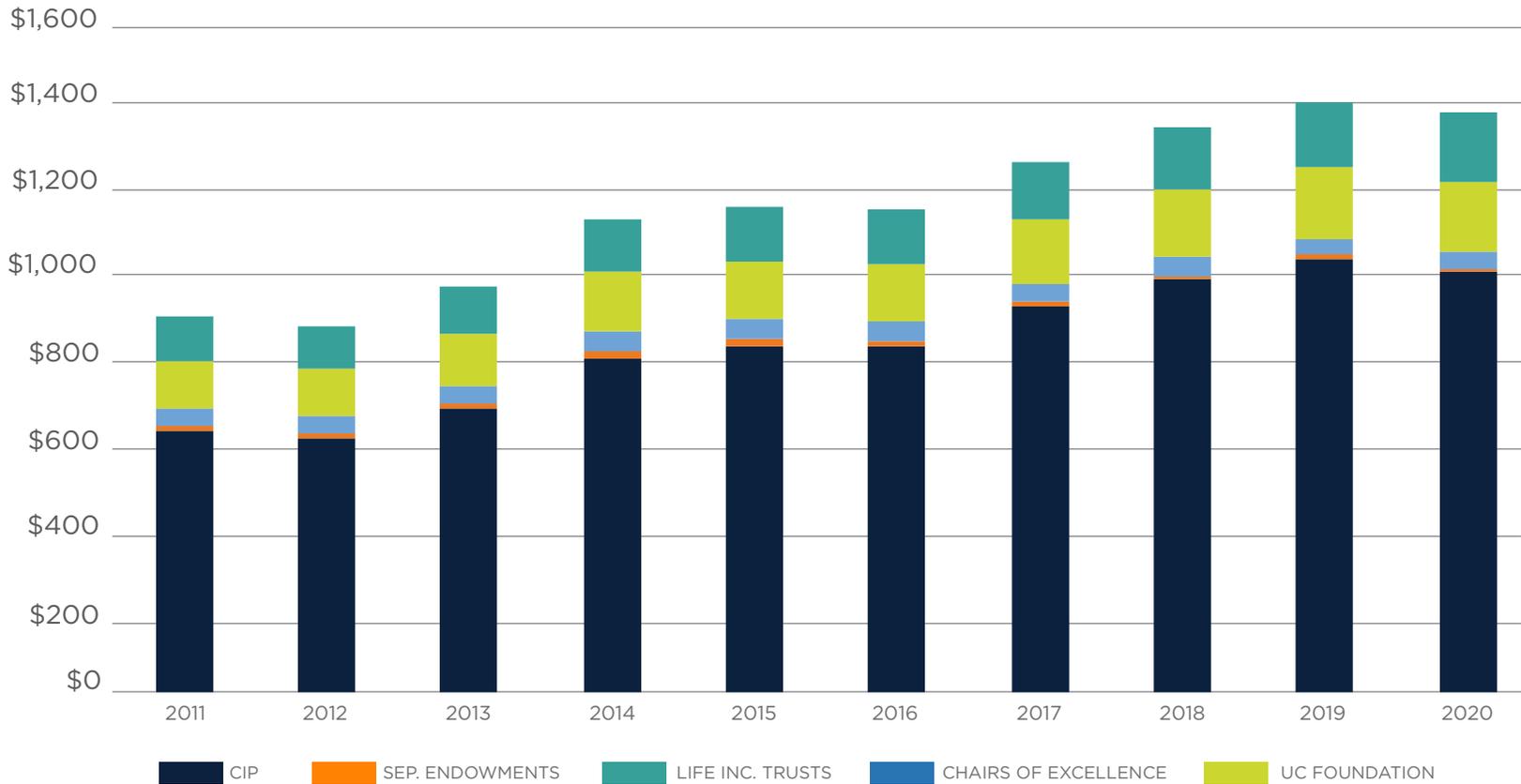
FOR THE FISCAL YEAR ENDED JUNE 30, 2020



● Instruction	729,083,559.04	<b>28.2%</b>	● Physical Plant	161,413,884.81	<b>6.2%</b>
● Research	345,523,661.62	<b>13.3%</b>	● Student Services	103,875,223.89	<b>4.0%</b>
● Student Aid	336,147,410.33	<b>13.0%</b>	● Independent Operations	32,237,706.07	<b>1.2%</b>
● Public Service	150,283,999.24	<b>5.8%</b>	● Long Term Debt & Other Transfers	110,391,057.16	<b>4.3%</b>
● Auxiliary Enterprises	204,715,130.10	<b>7.9%</b>			
● Academic Support	233,321,179.40	<b>9.0%</b>			
● Institutional Support	185,125,789.84	<b>7.1%</b>			

**Total:** \$2,592,118,601.50

### Total Funds Invested for the Benefit of UT, 2011-2020



	CIP	SEP. ENDOWMENTS	LIFE INC. TRUSTS	CHAIRS OF EXCELLENCE	UC FOUNDATION	TOTAL ASSETS
<b>2011</b>	\$ 619	\$ 11	\$ 42	\$ 113	\$ 103	\$ 888
<b>2012</b>	\$ 601	\$ 11	\$ 42	\$ 114	\$ 101	\$ 869
<b>2013</b>	\$ 672	\$ 12	\$ 44	\$ 123	\$ 112	\$ 963
<b>2014</b>	\$ 791	\$ 15	\$ 50	\$ 139	\$ 127	\$ 1,122
<b>2015</b>	\$ 822	\$ 15	\$ 44	\$ 137	\$ 131	\$ 1,150
<b>2016</b>	\$ 820	\$ 14	\$ 43	\$ 140	\$ 125	\$ 1,141
<b>2017</b>	\$ 911	\$ 15	\$ 42	\$ 152	\$ 135	\$ 1,255
<b>2018</b>	\$ 976	\$ 10	\$ 43	\$ 160	\$ 149	\$ 1,339
<b>2019</b>	\$ 1,025	\$ 9	\$ 40	\$ 167	\$ 153	\$ 1,394
<b>2020</b>	\$ 993	\$ 9	\$ 38	\$ 170	\$ 164	\$ 1,374

## University of Tennessee Fall Student Enrollments Headcount

	2016	2017	2018	2019	2020	1-Yr Change N	%	% 5-Yr CHANGE	5-Yr TREND
<b>UT SYSTEM</b>									
Undergrad	38,875	39,162	40,043	40,589	41,184	595	1.5%	5.9%	↗
Grad / Professional	10,512	10,717	10,767	10,993	11,375	276	3.5%	8.2%	↗
<b>Total</b>	<b>49,387</b>	<b>49,879</b>	<b>50,810</b>	<b>51,582</b>	<b>52,559</b>	<b>1,703</b>	<b>1.9%</b>	<b>6.4%</b>	↗
<b>UT KNOXVILLE</b>									
Undergrad	22,139	22,317	22,815	23,290	24,254	964	4.1%	9.6%	↗
Grad-Academic	5,244	5,280	5,350	5,431	5,558	127	2.3%	6.0%	↗
Grad-Professional	669	724	729	739	747	8	1.1%	11.7%	↗
Total Graduate/Prof	5,913	6,004	6,079	6,170	6,305	135	2.2%	6.6%	↗
<b>Total</b>	<b>28,052</b>	<b>28,321</b>	<b>28,894</b>	<b>29,460</b>	<b>30,559</b>	<b>1,099</b>	<b>3.7%</b>	<b>8.9%</b>	↗
Knoxville Campus									
Undergrad	22,139	22,317	22,815	23,290	24,254	964	4.1%	9.6%	↗
Grad	5,455	5,523	5,606	5,719	5,841	122	2.1%	7.1%	↗
<b>Total</b>	<b>27,594</b>	<b>27,840</b>	<b>28,421</b>	<b>29,009</b>	<b>30,095</b>	<b>1,086</b>	<b>3.7%</b>	<b>9.1%</b>	↗
Vet Med									
Undergrad	-	-	-	-	-	-	-	-	↔
Grad	345	373	369	370	381	11	3.0%	10.4%	↗
<b>Total</b>	<b>345</b>	<b>373</b>	<b>369</b>	<b>370</b>	<b>381</b>	<b>11</b>	<b>3.0%</b>	<b>10.4%</b>	↗
Space Institute									
Undergrad	-	-	-	-	-	-	-	-	↔
Grad	113	108	104	81	83	2	2.5%	-26.5%	↘
<b>Total</b>	<b>113</b>	<b>108</b>	<b>104</b>	<b>81</b>	<b>83</b>	<b>2</b>	<b>2.5%</b>	<b>-26.5%</b>	↘
<b>Incl Concurrent</b>	<b>164</b>	<b>181</b>	<b>126</b>	<b>84</b>	<b>84</b>	<b>-</b>	<b>0.0%</b>	<b>-48.8%</b>	↘
<b>UT CHATTANOOGA</b>									
Undergrad	10,170	10,176	10,195	10,239	10,311	72	0.7%	1.4%	↗
Grad	1,363	1,411	1,393	1,351	1,384	33	2.4%	1.5%	↗
<b>Total</b>	<b>11,533</b>	<b>11,587</b>	<b>11,588</b>	<b>11,590</b>	<b>11,695</b>	<b>105</b>	<b>0.0%</b>	<b>1.4%</b>	↗
<b>UT MARTIN</b>									
Undergrad	6,279	6,330	6,674	6,763	6,395	(368)	-5.4%	1.8%	↘
Grad	426	442	374	517	722	205	39.7%	69.5%	↗
<b>Total</b>	<b>6,705</b>	<b>6,772</b>	<b>7,048</b>	<b>7,280</b>	<b>7,117</b>	<b>(163)</b>	<b>-2.2%</b>	<b>6.1%</b>	↘
<b>UT HEALTH SCIENCE</b>									
Undergrad	287	339	359	297	224	(73)	-24.6%	-22.0%	↘
Grad-Academic	1,068	1,099	1,133	1,154	1,159	5	0.4%	8.5%	↗
Grad-Professional	1,742	1,761	1,788	1,801	1,805	4	0.2%	3.6%	↗
Total Graduate/Prof	2,810	2,860	2,921	2,955	2,964	9	0.3%	5.5%	↗
<b>Total</b>	<b>3,097</b>	<b>3,199</b>	<b>3,280</b>	<b>3,252</b>	<b>3,188</b>	<b>(64)</b>	<b>-2.0%</b>	<b>2.9%</b>	↘

NOTES: Includes non-degree seeking and dual enrollment (high school) students Excludes students enrolled in audited classes and co-op courses  
 UTK includes Space Institute and Veterinary Medicine students UTHS excludes Residents in Health Sciences  
 Grad- Professional = Medicine: MD, Dentistry: DDS, Pharmacy: PHARM.D, Law: JD, and Vet Med: DVM



The University of Tennessee is an EEO/AA/Title VI/Title IX/Section 504/ADA/ADEA Institution.