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THE COMMISSION ON COLLEGES
SOUTHERN ASSOCIATION OF COLLEGES AND SCHOOLS
THE FIFTH-YEAR INTERIM REPORT

(REVISED OCTOBER 2009)

NAME OF INSTITUTION: THE UNIVERSITY OF TENNESSEE

ADDRESS OF THE INSTITUTION:

831 ANDY HOLT TOWER, KNOXVILLE, TN 37996-0180

NAME, TITLE, CONTACT NUMBERS OF PERSON(S) PREPARING THE REPORT:

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Dr. Pia Wood, Associate Vice Provost and Director for the Center for International Education, 865-974-3177

PART I: SIGNATURES ATTESTING TO INTEGRITY

(Applicable to all institutions)

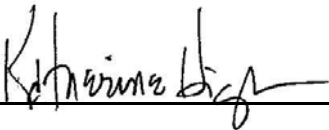
Directions: Please include Part I with Parts II, III, and V on the same electronic device or with the same print document. It should not be combined with Part IV.

By signing below, we attest that The University of Tennessee (UT) has conducted an honest assessment of compliance and has provided complete and accurate disclosure of timely information regarding compliance with the identified Core Requirements, Comprehensive Standards, and Federal Requirements of the Commission on Colleges.

Date of Submission: March 21, 2011

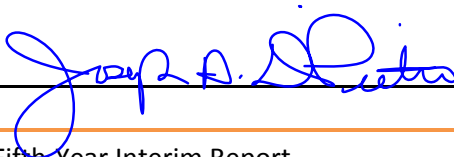
ACCREDITATION LIAISON

Name of Accreditation Liaison: **Dr. Katherine N. High, Interim Vice President for Academic Affairs and Student Success**

Signature: 

CHIEF EXECUTIVE OFFICER

Name of Chief Executive Officer: **Dr. Joseph A. DiPietro, President**

Signature: 

PART II: THE ABBREVIATED “INSTITUTIONAL SUMMARY FORM PREPARED FOR COMMISSION REVIEWS”

Directions: Please include Part II with Parts I, III, and V on the same electronic device or with the same print document. It should not be combined with Part IV.

History and Characteristics

Provide a brief history of the institution, a description of its current mission, an indication of its geographic service area, and a description of the composition of the student population. Include a description of any unusual or distinctive features of the institution and a description of the admissions policies (open, selective, etc.).

Brief History¹

Founded in Knoxville in 1794 as Blount College, the institution that would become the University of Tennessee began as a small, nonsectarian college. In 1807 the state legislature changed the name to East Tennessee College, and in 1826 the present site at Knoxville, the 40-acre tract known as “The Hill,” was acquired. In 1840, the Tennessee legislature ratified renaming the college East Tennessee University.

The Civil War forced the institution to close, and its buildings were used as a hospital for Confederate troops and later occupied by Union troops. Although the campus was ravaged during the Civil War, its fortunes turned when the U.S. Congress passed the Morrill Act of 1862. The state designated the university as a “land-grant” institution, allocating federal land and funds to teach agricultural and mechanical subjects and to train students for military service. The formal designation was made in 1869 due to complications associated with the Civil War. Trustees soon approved the establishment of medical departments through the Nashville Medical College and added advanced degree programs. In the 1894, East Tennessee University became the University of Tennessee.

¹ Text drawn from *A Brief History of the University of Tennessee* (<http://www.utk.edu/aboutut/history.shtml>) accessed November 29, 2010, and *History of the University of Tennessee* (<http://www.tennessee.edu/aboutut/history/index.html>) accessed November 29, 2010.

Charles Dabney, UT's 11th president, influenced the state legislature to make its first appropriation to the university. Dabney's term saw the founding of a law school and the start of a teacher training institute. Following more years of growth under the direction of President Brown Ayres, the medical and dental colleges moved to Memphis in 1911 and officially merged with the University of Tennessee. Subsequent state appropriations helped further develop the main campus. The legislature's first \$1 million appropriation led to the building of the iconic Ayres Hall, which opened its doors in 1921 and recently underwent a multi-million dollar, LEED-certified renovation.

The Memphis campus grew throughout the 1940s and 1950s, and the university incorporated large operations such as the Tennessee School of Social Work in Nashville and what would become UT Medical Center in Knoxville. Officials also founded the Municipal Technical Advisory Service to serve local governments across the state, which served as the foundation for the UT Institute of Public Service (UTIPS) formed in 1971.

President Andy Holt, the 16th leader, established the university's first ties to Oak Ridge National Laboratory (ORNL). In 1964, the UT Space Institute (UTSI), a graduate research and education center near Tullahoma, opened and statewide research dollars for UT reached an all-time high. Holt's term also marked full integration of all students by enrolling African-American undergraduates in 1961.

The agricultural programs, headquartered in Knoxville, trace their roots to 1869 when UT became Tennessee's land-grant institution. Agricultural teaching, research and Extension units were realigned with the nascent veterinary medicine college to form the Institute of Agriculture in 1972.

The 21st Century ushered in a new wave of large-scale scientific research and discovery. The research venture between the university and Oak Ridge National Laboratory (ORNL) was formally solidified in 2000 through a partnership between UT and Battelle Memorial Institute to manage the facility, 20 miles west of the Knoxville campus. The contract was years in the making and a significant step for the university's future in research and economic development. UT renewed its agreement with Battelle for the management of ORNL in 2005. The Spallation Neutron Source, the U.S. Department of Energy's \$1.4-billion research facility at ORNL, began operating the same year and is now the world's most powerful accelerator-based source of neutrons for scientific research. The National Science Foundation awarded a \$65 million grant to the university in 2008 – the largest NSF grant in



The Hill, uncredited photo from <http://www.tennessee.edu/aboutut/history/index.html>.

Tennessee history – to build and operate the supercomputer through a partnership with ORNL. Kraken, the world's most powerful academic supercomputer, is housed at the national lab.

In 2008 UT broke ground on a pilot-scale biorefinery in collaboration with DuPont Danisco Cellulosic Ethanol LLC; it became operational in July 2009.

Geographic Service Area

As the flagship institution within the University of Tennessee System, students from each county are enrolled. As a comprehensive research university, our teaching, research, and outreach programs cross state borders to impact other states and countries. Additionally, to achieve diversity in the various academic programs, students, faculty and staff are recruited from the 50 states and internationally.

Mission

The following mission statement was adopted by the Board of Trustees on June 17, 2009:

The University of Tennessee serves the people of Tennessee and beyond through:

- providing **access** to and **success** in undergraduate, graduate, and professional education;
- pursuing **research** and scholarly achievement and its associated **economic development**; and
- ensuring educational **outreach** and ensuring preparedness for the **global** marketplace.

UT has a state-wide mission; each subunit of UT has individual mission statements to address their role within UT.



Officials from the University of Tennessee and state and local government cut the ribbon to open East Tennessee's first biodiesel production unit (from <http://www.agriculture.utk.edu/news/releases/2009/0907BiodieselOpening.html> accessed January 4, 2011).

University of Tennessee, Knoxville (UTK)

As the state's flagship comprehensive research institution, UT Knoxville's primary purpose is to move forward the frontiers of human knowledge and enrich and elevate society. The mission of the University of Tennessee, Knoxville, is to:

- advance the community of learning by engaging in scientific research, humanistic scholarship, and artistic creation;
- provide a high quality educational experience to undergraduate students in a diverse learning environment – promoting the values and institutions of democracy that prepare students to lead lives of personal integrity and civic responsibility in a global society;
- prepare the next generations of skilled and ethical professionals by providing excellent graduate and professional education that prepares graduates to compete in a diverse world market;
- promote a campus environment that welcomes and honors women and men of all races, creeds, and cultures and an atmosphere that values intellectual curiosity, pursuit of knowledge, and academic freedom and integrity;
- conduct research, teaching, and outreach to improve human and animal medicine and health; contribute to improving the quality of life; increasing agricultural productivity; protecting the environment; promoting the well-being of families; and conserving natural resources;
- offer a wide variety of off-campus educational and training programs, including the use of information technologies, to individual and groups;
- partner with communities to provide educational, technical, and cultural support to increase the livability of those communities; and
- partner with industry and government to improve the quality of the workplace and to serve as an engine for economic and cultural development.

University of Tennessee Space Institute (UTSI)

The mission of the University of Tennessee Space Institute (UTSI) is to serve the State of Tennessee and the nation as a resource for the professional development of engineers and scientists through graduate education, interdisciplinary research, and the transfer of technology, particularly as related to the space and aerospace sciences. The Institute is committed both to providing a high quality learning and research experience leading to Master of Science and Doctor of Philosophy degrees in selected areas of engineering and science and to continuing professional education.

The University of Tennessee Health Science Center (UTHSC)

The mission of the University of Tennessee Health Science Center is to bring the benefits of the health sciences to the achievement and maintenance of human health, with a focus on the citizens of Tennessee and the region, by pursuing an integrated program of education, research, clinical care, and public service.

The University of Tennessee Institute of Agriculture (UTIA)

The UT Institute of Agriculture represents the University of Tennessee's commitment to the land-grant mission, providing teaching, research and outreach through the College of Agricultural Sciences and Natural Resources, the College of Veterinary Medicine, UT AgResearch and UT Extension, which serves people through its workforce present in each of Tennessee's 95 counties and secondarily the region, nation and world.

The Institute increases agricultural productivity and income, protects the environment, promotes the economic well-being of families, and conserves natural resources for all Tennesseans. We advance the lives and interests of students, farmers, families, livestock, companion animals, 4-H and other youth, agribusiness, state and federal governmental agencies, consumers, and the general public.

The Institute fulfills its mission by:

- Providing the latest curricula and teaching methods appropriate to meet student and societal needs and consistent with the goals of life-long learning, ethics, and leadership.
- Providing comprehensive, high-quality undergraduate, graduate, and veterinary medicine degree programs that qualify graduates to compete for employment at the national and international level.
- Attracting and maintaining a uniquely qualified and nationally recognized teaching and research faculty.
- Maintaining a strong basic and applied research program to support all segments of agriculture and placing additional emphases upon critical issues such as clean water, a safe and plentiful food supply, environmental conservation, sustainable natural resources, renewable energy sources, animal and human health, and animal reproduction programs.
- Providing the resources to maintain and enhance the specialized teaching, primary research, and clinical opportunities of the College of Veterinary Medicine.
- Providing outstanding educational programs and outreach in Tennessee's 95 counties to serve a productive and sustainable agricultural industry and to support families and youth.

As it pursues all activities in support of its mission, the UT Institute of Agriculture is committed to Affirmative Action and other programs which contribute to cultural and ethnic diversity.

The University of Tennessee Institute for Public Service (UTIPS)

The mission of the Institute for Public Service is to serve Tennesseans by leveraging university expertise to meet community and workplace needs.

Distinctive Features

UT is located throughout the state of Tennessee by the very nature of being the land-grant, flagship research institution of higher education in the state of Tennessee. With UT Extension offices in each of the 95 counties, 10 UTIA Research and Education Centers located across the state’s geographic regions, campuses in Knoxville (UTK, UTIA, UTIPS), Memphis (UTHSC), Nashville (UTK College of Social Work satellite facility) and Tullahoma (UTSI), UT can serve citizens throughout the state of Tennessee.

Student Population

According to the data compiled by the Office of Institutional Research and Assessment (OIRA) and reported in The Common Data Set 2009-2010, UT’s total enrollment for Fall 2009 was 29,934, of which 21,182 were undergraduate students and 8,752 were graduate and professional students (see Figure 1 for break-out of graduate and professional students). Of the 21,182 undergraduate students, 6.3% were classified as transfer students; 13% are out-of-state students.

Full-time students composed 93% of the undergraduates and 75% of the graduate and professional student enrollment. The proportions of male to female students are 50.8% to 49.2% undergraduate and 44.8% to 55.2% for graduate and professional students.

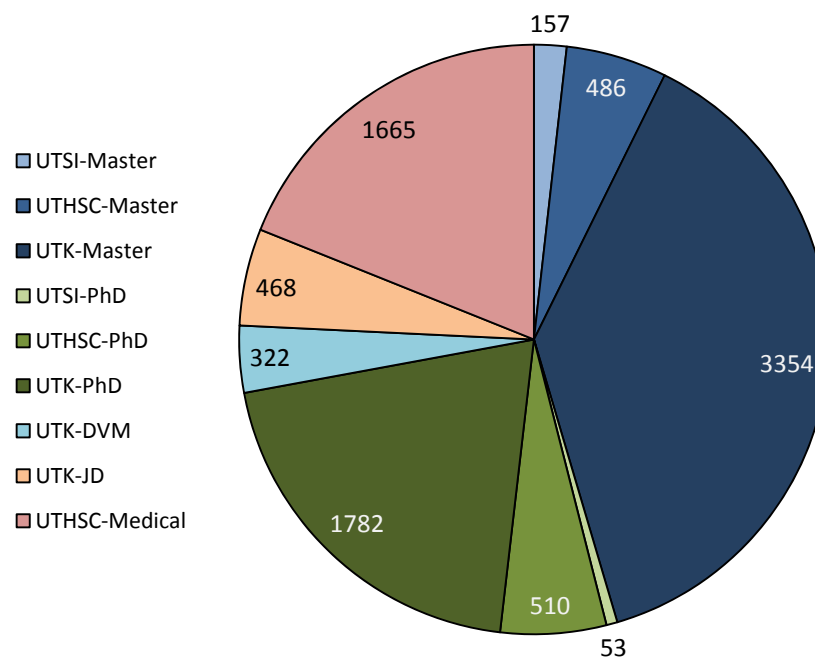


Figure 1 Graduate and professional student enrollment by degrees and campus; data for fall 2009 (Source: The Common Data Set and the Vice President for Academic Affairs).

The undergraduate profile consists of 1.3% non-resident aliens; 7.9% black, non-Hispanic; 0.08% American Indian or Alaska Native; 2.9% Asian or Pacific Islander; 1.9% Hispanic; 1.1% race or ethnicity not reported; and the remaining students are classified as white, non-Hispanic.

Description of Admissions

UT uses selective, holistic review admissions for undergraduate, graduate, and professional programs admissions. UT defines “holistic” review as considering each candidate’s potential contribution to the learning environment and community. The UT Undergraduate admissions website states that UT “seeks to admit a freshman class that reflects its mission as the state’s leading public teaching and Research University; represents the diversity of the state of Tennessee; and incorporates enrollment guidelines established by the Board of Trustees.”² All admissions processes and web-based applications are explained in detail to students on the undergraduate, graduate and specific colleges’ admissions websites. UT Undergraduate Admissions still provides a pdf application form available to prospective students on the Undergraduate Admissions website. The UT College of Veterinary Medicine uses the Veterinary Medical College Application Service (VMCAS) established by the Association of American Veterinary Medical Colleges. The UT College of Law uses the application provided through the Law School Admission Council (LSAC) including the Credential Assembly Service (CAS). Various colleges at UTHSC use different centralized application services in addition to their self-service Banner application form: medicine (American Medical College Application Service, AMCAS), pharmacy (Pharmacy College Admission Service, PharmCAS), physical therapy (Physical Therapist Centralized Application Services, PTCAS), and audiology and speech-language pathology (Communication Sciences and Disorders Centralized Application Services, CSDCAS)³ (see Figure 11 through Figure 16, pages 43 through 48)

² UT Knoxville Undergraduate Admissions, Freshman Applicants, <http://admissions.utk.edu/undergraduate/apply/freshman.shtml>, accessed November 30, 2010; see UTK-Freshman-Applicants.mht for full page.

³ UTHSC, Office of Admissions, <http://www.uthsc.edu/admissions/future-students.php#link-5>, accessed February 24, 2011; see UTHSC-Admissions-Future-Students.mht

List of Degrees

The list of majors and submajors is given in Appendix A (page 90).

Locations and Distance Education

1. List all new off-campus sites established since your previous reaffirmation where a student can be awarded a degree, certificate, or diploma at the site or where a student can obtain 50 percent or more of credits toward the educational program.

No new off-campus sites have been established.

2. List all locations (country, state, and city) where coursework toward a degree, diploma, or certificate can be obtained primarily through traditional classroom instruction. For each site, indicate the partial or complete degree offered and, for each degree, certificate, or diploma, whether a student can obtain 50 percent of credits toward any of the educational programs.

Campus locations: University of Tennessee, Knoxville; University of Tennessee Institute of Agriculture, Knoxville; University of Tennessee Health Science Center, Memphis; University of Tennessee Space Institute, Tullahoma. All degrees are listed in Appendix A List of Degrees Currently Offered as Presented to the Board of Trustees, June 2010 (page 90) and those with a distance education option are highlighted with pale orange cells. UT offers a select few, professional or graduate degrees or certificates through distance education.

Brief Description of Distance Education Credit Offerings

3. Provide a brief description of distance education credit offerings that can be obtained primarily through electronic means and indicate where the students are located. Indicate any degree or certificate programs that can be completed primarily through electronic means. Please limit this brief description to one-half page.

The University of Tennessee online offerings are primarily graduate or professional degree or certificate programs. They are included in Appendix A (page 90 and are highlighted in pale orange). Students enrolling in the various courses are located predominately in Tennessee (85.6% in fall 2009, 86.7% in spring 2010, and 84.0% in summer 2010); Virginia (3.6%, 3.5%, and 4.0% for fall 2009, spring 2010, and summer 2010, respectively), Georgia (1.5%, 1.4%, and 1.4% for fall 2009, spring 2010, and summer 2010, respectively); all other states combine for 8.6%, 7.6%, and 9.4% for fall 2009, spring 2010, and summer 2010, respectively; with students from the military and other countries making up less than 1% of the enrollment in any term. Eleven Tennessee counties account for approximately 80% of the distance education enrollment, with Knox County (where the UTK campus is located)

accounting for approximately 40% of the enrollment in any term (Figure 2, page 11; Table 1, page 12). Enrollment in Knoxville-based courses is given in Table 2 (page 13) for the 2009-2010 academic year (data provided by Student Data Services, Office of the Registrar, UTK).

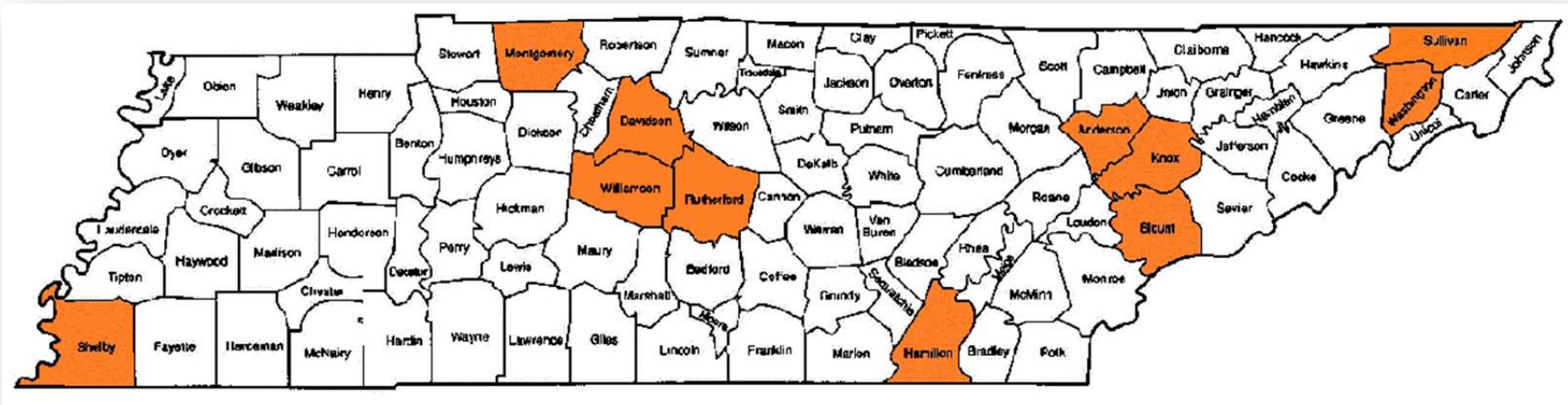


Figure 2 Highlighted counties represent the location of 80% of the students enrolled in UTK-based distance education courses; Memphis is located in Shelby County in west Tennessee; Nashville is located in Davidson County in middle Tennessee; Knoxville is located in Knox County in East Tennessee; and, Chattanooga is located in Hamilton County in east Tennessee (Source: Student Data Services).

Table 1 Enrollment in UTK-based distance education courses by county as a percent of the total (Source: Student Data Services, Office of the Registrar).

Tenn. county of enrollment	Fall 2009		Spring 2010		Summer 2010		Total	
	Percent	Actual (no.)	Percent	Actual (no.)	Percent	Actual (no.)	Percent	Actual (no.)
Anderson	1.6	11	2.2	16	1.4	6	1.8	33
Blount	3.2	22	3.3	24	2.9	12	3.2	58
Davidson	16.8	116	15.7	113	7.6	32	14.3	261
Hamilton	4.1	28	3.5	25	3.3	14	3.7	67
Knox	37.0	255	38.7	278	47.5	199	40.1	732
Montgomery	1.7	12	2.1	15	1.4	6	1.8	33
Rutherford	4.9	34	4.7	34	3.8	16	4.6	84
Shelby	5.4	37	6.0	43	7.2	30	6.0	110
Sullivan	1.4	10	1.5	11	2.1	9	1.6	30
Washington	1.9	13	1.5	11	2.9	12	2.0	36
Williamson	2.2	15	1.5	11	1.2	5	1.7	31
Other 84 counties	19.9	137	19.1	137	18.6	78	19.3	352
TOTAL		690		718		419		1827

Table 2 Distribution of UTK-based distance education enrollments for Knoxville-based courses, by academic discipline for the 2009-2010 academic year (Source: Student Data Services, Office of the Registrar).

Discipline	Fall '09	Spring '10	Summer '10	Discipline	Fall '09	Spring '10	Summer '10
Aerospace Engineering	1	0	0	Information Sciences	421	329	157
Agricultural and Extension Education	18	43	10	Instructional Technology	15	12	0
Agricultural Economics	5	6	0	Mechanical Engineering	25	20	0
Biomedical Engineering	0	1	0	Nuclear Engineering	34	56	5
Chemical and Biomolecular Engineering	1	1	0	Nursing	81	110	99
Civil Engineering	44	42	2	Philosophy	25	0	19
Communication Studies	0	0	20	Physics	18	21	0
Counselor Education	0	0	13	Public Health	0	1	0
Educ. the Deaf & Hard of Hearing	0	0	6	Rehabilitation Counseling	39	65	48
Educational Psychology	20	13	15	Social Work	403	473	235
Engineering Management	7	28	17	Statistics	83	103	120
Environmental Engineering	6	3	5				
Industrial Engineering	17	18	15	Total	1263	1345	786

PART III: THE FIFTH-YEAR COMPLIANCE CERTIFICATION

- Compliance The institution found that it meets the requirement and provides a convincing argument in support of its determination and a list of documents (or electronic access to the documents) demonstrating compliance.
- Non-Compliance The institution found that it does not meet the requirement and provides the reason for checking non-compliance, a description of plans to comply, and a list of documents that will be used to demonstrate future compliance.

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Core Requirement 2.8

The number of full-time faculty members is adequate to support the mission of the institution and to ensure the quality and integrity of its academic programs.

Compliance Non-Compliance

Narrative:

Yes, the University of Tennessee, Knoxville (UTK) chancellor's, admissions, faculty senate, and Office of Institutional Research and Assessment (OIRA) web sites; the University of Tennessee Space Institute (UTSI) faculty Web site, and the University of Tennessee Health Science Center (UTHSC) Faculty Information Service show compliance.

OIRA reported a student to faculty ratio of 16 to 1 in the 2009-2010 Common Data Set (CDS). This is an improvement from the 18 to 1 ratio reported at the time of our last reaffirmation. UT peer institutions⁴ report an average ratio of 18 to 1. A survey of the CDS data for the 2009-2010 academic year for peers shows two institutions also reported 16:1 ratio, one reported 17:1, four reported 18:1, two reported 19:1, and two reported 20:1. One reported 14:1 but the data point could not be confirmed as they did not provide the number of students and faculty. By this analysis, overall, UT has a favorable student to faculty ratio.

The 2009-2010 Fact Book lists 1,375 full-time instructional faculty at the University; 83 percent of full-time instructional faculty have PhD or comparable professional degrees. The largest percentage without a doctorate or professional degree occurs, as appropriate, in architecture and the humanities. Distribution across colleges is 36 percent professor, 25 percent associate professor, and 22 percent assistant professor; 88 percent hold tenure or are on tenure-track. Total full-time faculty by college ranges from 28 in the College of Social Work to 595 in the College of Arts and Sciences. This number under-represents the total faculty effort towards the

Supporting Documents:

UT Common Data Set:
CDS 2007-2008.pdf
CDS 2008-2009.pdf
CDS 2009-2010.pdf

Peer Institution Student-Faculty Ratios.pdf

UT Fact Books:
Factbook 07-08.pdf
Factbook 08-09.pdf
Factbook 09-10.pdf

⁴ UT peer institutions are Auburn University, Louisiana State University, North Carolina State University, Texas A & M University, University of Florida, University of Georgia, University of Kentucky, University of Maryland College Park, University of North Carolina Chapel Hill, University of Texas Austin, University of Virginia, and Virginia Tech as established by the Tennessee Higher Education Commission (THEC). See Peer Institution Student-Faculty Ratios.pdf

University mission because it doesn't include research and part-time faculty, especially at UTHSC, due to the model used in medical education. However, as reported in the Integrated Postsecondary Education Data System (IPEDS) Fall 2009 Report – medical school employees, tenured faculty total is 266 full-time faculty and 89 full-time faculty on the tenure track, with 12 part-time tenured faculty and 150 part-time faculty not on tenure track.

Unit heads and search committees are responsible for preparing position announcements to ensure a pool of candidates with the appropriate qualifications for teaching courses within the program. Once the search process is complete and a new faculty member is hired, unit heads are responsible for determining qualification for individual courses on a semester by semester basis.

Search Procedure Documents:

UTK searchproc.pdf
UTHSC SEARCH PROCEDURES
33007.pdf

The Tennessee Higher Education Commission (THEC) Standards call for periodic reviews of programs as a function of specialized accreditation on the Knoxville campus and specialized accreditation at the UTHSC, as well as comprehensive academic program reviews at the UTK and University of Tennessee Institute of Agriculture (UTIA). External reviewers play a key role in program reviews and specialized accreditation reviews, which involve an evaluation of faculty quality.

The academic program review schedule assures that units are reviewed on a regular basis and the reviews include separate checklists for undergraduate and graduate programs designed to look at relevant data such as:

Academic Program Review Documents:

UTK-ProgramReviews.pdf
UTIA-Unitreviewmanual_v12.pdf

- Faculty hold terminal degrees in the appropriate discipline.
- Faculty academic credentials correspond to the concentrations in which they teach.
- Scholarly activity is sufficient for faculty members to serve as effective mentors for graduate students.
- Faculty have sufficient practical/professional/academic experience to serve as effective mentors for graduate students.
- Faculty have regular opportunities for professional development, including travel and participation in professional organizations, workshops and other learning activities.
- Faculty teaching loads are consonant with the highly individualized nature of graduate education.
- Faculty development is assisted by the department.
- The number of faculty is adequate in number to meet the needs of the program with efficient teaching loads

Examples⁵ of academic program review (APR) and mid-cycle review (MC) documentation are provided for three departments: Child and Family Studies (CFS), History, and Political Science. Documentation included is the reviewers' findings for the APR and MC reviews, the departments' responses to the reviewers' APR report, the departments' progress report submitted for the MC review, THEC degree checklists for the APR, and the summary report prepared after the APR review (the summary report was instituted beginning in 2007). Reviewers provide expert advice on faculty size, degree program delivery and ways to balance faculty resources with curriculum and degree offerings.

The Office of Equity and Diversity's (OED) web site provides detail for searches and the hiring process of faculty and administrators for UT. The UTK Faculty Handbook⁶ (2010), which was written with input from the Faculty Senate, describes eligibility for tenure. The UTHSC Faculty Handbook describes selection, tenure and career development of full-time tenure track and non-tenure track faculty members.

Interest in quality assurance has led the University to closely monitor faculty turnover and salaries of faculty. The comparability of salary data is reported to the Faculty Senate on a regular basis, most recently in the Faculty Salary Data Report, 2009-2010 [breaks data down by college, department, and rank and compares to THEC peers, Top 25, Southern University Group (SUG), National, and Research University-Very High groups].

Supporting Documents:

Search Procedure:
UTK searchproc.pdf
UTHSC search procedures 33007.pdf

Faculty Handbooks:
UTHSC-2010-Faculty Handbook Last
Revised 4-20-10.pdf
UTK-faculty-handbook-2010.pdf

Faculty Salary:
UTK-FacultySalary_2010_09_01 (3)-
FINAL.xlsx

⁵ File nomenclature includes the department name, whether it is associated with the academic program review (APR) or the mid-cycle review (MC), the reviewers' report, the department response, the department update report associated with the MC review, and the APR summary report from the follow-up meeting conducted after the receipt of the reviewers' APR report. These documents may be found under Support Documentation>Academic Program Reviews in separate folders for the three departments – Child and Family Studies, History, and Political Science. See Appendix E (Subject: Academic Program Review, page 142) for complete list of documents.

⁶ The current UTK Faculty Handbook replaces the formerly separate UTK, UTIA, and UTSI faculty handbooks. This change came into effect with the 2005-2006 academic year.

Core Requirement 2.10

The institution provides *student support programs, services, and activities consistent with its mission.*

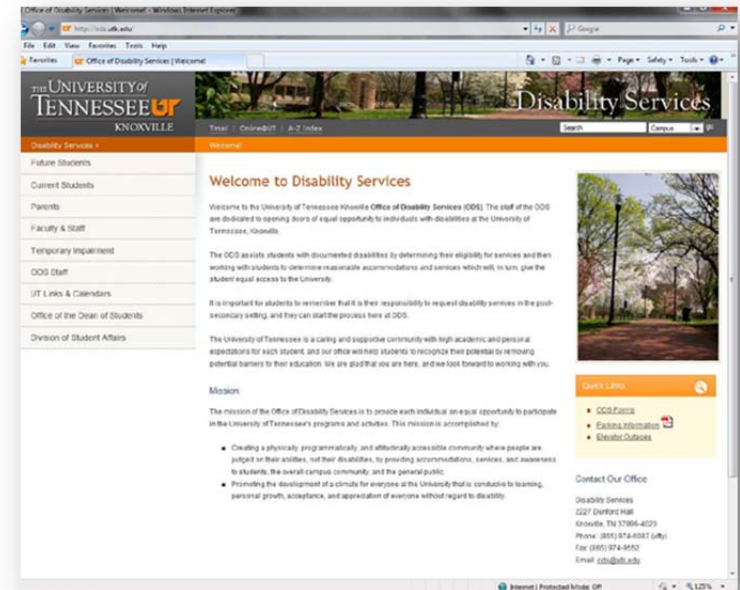
Compliance Non-Compliance

Narrative:

Yes, UT demonstrates compliance. Student support services include academic resources, culture and recreation, computing assistance, financial opportunities, libraries, and more programs, services and activities to enhance student learning and development. The UTHSC web site also confirms compliance. As Student Academic Support Services at the UTHSC indicates, the primary goal there is to promote student progress in the health sciences.

On the Knoxville campus, many of the activities are under the direction of the Dean of Students within the Division of Student Affairs. Student Affairs offers a variety of programs, services and activities designed to promote learning and development, supporting the University's academic mission. UT strives to advance the community of learning; provide a high-quality educational experience to undergraduate and graduate students, and prepare the next generations of skilled professionals to compete in a diverse world market. Student assistance includes:

- **UTK Office of Disability Service** (<http://ods.utk.edu/>)⁷, providing accommodations to promote equal opportunities (see Disability-Services.mht)
- **UTK Student Success Center (SSC;** <http://studentsuccess.tennessee.edu/>), helping students take charge of their success while in college. Through first-year programs, academic support services, educational enhancement programs, the SSC website and referral to the university's other excellent curricular and co-curricular resources, the staff promotes undergraduate student excellence and persistence to graduation. The SSC also serves as a resource for faculty and professional advisors who recognize students in need of academic coaching.



⁷ Web sites are provided in the event the reviewer has internet access and is interested in exploring information provided online.

- **VolAware**, Distressed Student Program (<http://volaware.utk.edu/>, see volaware_broch.pdf and volaware_card.pdf), collaboration between the UTK Counseling Center and UT Safety, Environment and Education Center (SEE Center), fostering student success and well-being. The protocol was developed as a guide for faculty and staff in helping distressed or distressing students and provides a 24/7 phone number to seek assistance for a student – (865) 974-HELP (4357). Additional programming is available to provide the university community with skills to intervene when someone they know is in distress and to decrease the stigma of mental health issues, promote emotional well-being and cope through life-skills development, provide prevention and early intervention of mental health problems, enhance education and awareness, and enhance community collaboration.



- **Black Cultural Center** and **Office of Minority Student Affairs** (<http://omsa.utk.edu/>), helping ensure academic success of minority students. Programming includes academic services (tutoring, book loan program, and late-night study), sponsors various cultural events, and supports various student organizations focused on career and professional development for underrepresented groups in different academic disciplines. **UTHSC** provides support for the **Black Student Association**, which is open to all students enrolled regardless of race, ethnicity, academic discipline or affiliation (<http://www.uthsc.edu/bsa/>).

- **International House** (I-House, <http://web.utk.edu/~ihouse/>), providing all Knoxville students with a place to meet and learn about people of every culture represented at Knoxville and the Center for International Education (CIE), serving as a catalyst at every level for the internationalization of the entire Knoxville community. It also serves as a space for different international student groups that they may call "home." Programming includes Culture Nights, Global Hour, International Film Series, and Great Decisions (program series that focuses on the most pressing issues and invites local, national, and international experts to discuss them). UTHSC Office of International Affairs (<http://www.uthsc.edu/international/living.php>) provides resources for international students enrolled in the various medical programs.



- Career Services** (<http://career.utk.edu/>), offering free counseling about employment choices and interviewing skills and help finding summer jobs, co-ops and internships. The office arranges on-campus interviews with national and international companies serving students seeking employment upon graduation or internships, and assisting alumni with job placement. Career Services is located in Dunford Hall and is conveniently located next to Hodges Library and near many of the academic buildings and dormitories, maximizing student access. They also provide counseling for students trying to decide on major and exploratory tools to help them with that decision. During 2009-2010, 303 employers came to the Knoxville campus. For the 2008-2009 academic year (the year with the most complete data), 56.3% of the Bachelor recipients, 23.6% of the Master recipients, and 7.1% of doctorate recipients had registered with Career Services.
- Language Resource Center** (<http://web.utk.edu/~mfill/LRC/>), providing support for learning and research in the Department of Modern Foreign Languages and Literatures. Recent renovations have increased facilities to include 3 computer labs with 26 OSX computers in each, a faculty development area equipped with 3 G5 and 1 DELL GX620 Desktop computers, as well as a circulation and reception area for audiovisual equipment and materials.
- The Commons**, located in Hodges Library (<http://commons.utk.edu/>) is opened 24 hours a day and provides over 220 computer stations (PC:Mac approximate ratio of 4:1), a loaner laptop program, and support from the Office of Information Technology (OIT, <http://oit.utk.edu/helpdesk/commons/>) with computers (installing software, reloading operating system, removing spyware and viruses, removing unwanted software, installing Ethernet or wireless cards, and troubleshooting network problems), and the OIT Walk-In Help Desk Support (assistance with enterprise software such as Blackboard, email, Banner, and password reset). This facility is used heavily by students working collaboratively on class assignments. The Writing Lab and SSC also have staff on hand in The Commons at various times during the day and semester to lend support for students. **UTHSC Helpdesk** (<http://www.uthsc.edu/helpdesk/>) provides students assistance with computer diagnosis and repair services, software download, email assistance, and wireless network connection.
- Student Health Service** (<http://studenthealth.utk.edu/>), offering physical and mental health assistance. A new facility (see architect's rendering to right) is under construction with an anticipated completion time of summer 2011. **UTHSC University Health Services**



- Career Services Documents:
- Annual Report 2008-2009.pdf
 - Annual Report 2009-2010.pdf
 - Career-Services-Self-Study-2009.pdf
 - Career Services Program Review Report Final 2010.pdf



<http://www.uthsc.edu/univheal/student%20services/index.php>) provide clinical visits for health/wellness care, acute care, women’s and men’s health issues, general counseling and referrals, and various other services.

- **Student Judicial Affairs** (<http://judicialaffairs.utk.edu/>), devoted to preserving the individual rights and responsibilities of students. **The Office of Student Life** in Memphis (<http://www.uthsc.edu/studentlife/administration.php>) serves as a resource for the student judicial system and student organizations, committee representation, and campus religious organizations. Details of the student judicial system are provided in CenterScope (pp. 65-78).
- **Student Orientation and Leadership Development** (<http://sold.utk.edu/>), an office in the Division of Student Affairs, offers various leadership programs for students including the Ignite Program, focusing on leadership training outside the classroom for freshmen prior to their arrival for the fall semester.
- **UT Alert**, the emergency text messaging system (<https://www.utk.edu/utalert/>) is a tool used by UT Police Department and administration to keep all members of the campus community informed in the event of an emergency. Students, faculty and staff can “opt in” to be notified via text message in the event of an emergency or campus closure. The message can also be sent to a designated email address, PDA or pager.
- **Fraternity Affairs** (<http://fraternity.utk.edu/>), coordinates and monitors activities of 23 social fraternities on campus, and **Panhellenic Affairs** (<http://sorority.utk.edu/>) composed of 18 sororities.
- **Student Government Association** (<http://sga.utk.edu/>) and **Graduate Student Senate** (<http://web.utk.edu/~gss/>) both designed to provide students a forum for governance. Students also have the opportunity to participate in campus activities through a wide range of registered organizations. UTHSC’s **Student Government Association Executive Council** (SGAEC; <http://www.uthsc.edu/studentlife/>) serves as the official liaison between the administration and students. SGAEC is composed of the presidents of each of the six college student government associations at the UTHSC, in addition to the president of the College of Social Work’s student government, and the president of the council. SGAEC and Office of Student Life and Student Affairs activities range from orientation to graduation and appealing a parking ticket to finding a yearbook
- The **Office of Graduate Training and Mentorship** (<http://gradschool.utk.edu/ogtm.shtml>) was developed to enhance and sustain a culture for academic success and professional development of graduate students. The Graduate School also provides workshops and training opportunities in “Best Practices in Teaching” and in collaboration with the Office of Research, “Best Practices in Research”
- Recreational facilities are provided for students through various facilities operated by UT (see more detail below).



The UTK and its athletics departments (separate Men's and Women's Athletics Departments) also are committed to the academic success of each student-athlete. UTK provides academic services through the **Thornton Athletics Student Life Center** (right top; <http://fishtrap.sslpowered.com/vols/thornton/>) overseen by the UTK Provost's Office. The center is designed to provide academic support and a learning environment to help student-athletes achieve their goals. UTK also encourages student athletes participate in the many enriching opportunities available on campus and in the broader community.



At the UTHSC, **Student Academic Support Services (SASS)** (<http://www.uthsc.edu/sass/>) has a primary goal to promote student progress in the various UTHSC programs. Services include guidance in time management, testing, reading efficiency, note taking, information retention, organization skills and board preparation. SASS also maintains a library of review and board preparation books, computer lab, audiovisual room and equipment to help students learn. All are geared to help students fulfill the UTHSC mission of improving human health through education, research and public service.



Recreational facilities are also provided for the benefit of the students' health and well-being. RecSports in Knoxville manages numerous facilities that include the T-RECS fitness center (right center); the Aquatic Center; the Health and Physical Education (HYPER) Building housing numerous indoor courts for basketball, racquetball, handball, and squash; the Bubble that houses space for intramurals, fencing, volleyball, indoor soccer and basketball; and numerous outdoor areas that accommodate intramural sports, basketball, tennis, and paddleball. UTHSC Campus Recreation offers fitness and wellness programs, workout facilities (right bottom), outdoor adventures, intramural sports, nutrition counseling and more.



Success of student services is regularly assessed, monitored and improved. Student Affairs and Academic Affairs monitor student perceptions through attention to survey questions found in sections of the National Survey of Student Engagement⁸ (NSSE; select questions from Section 6, Additional Collegiate Experiences; Section 7, Enriching Educational Experiences; Section 8, Quality of Relationships; Section 9, Time Usage; Section 10, Institutional Environment; Section 11, Educational and Personal Growth; and Section 13, Satisfaction) and the UT Survey of Alumni (Section 3, Student Services).

⁸ NSSE data is included, see Appendix E, Subject: NSSE Report

Comprehensive Standard 3.2.8

The institution has qualified administrative and academic officers with the experience, competence, and capacity to lead the institution.

Compliance Non-Compliance

Narrative:

Yes, the roster of administrative and academic officers and staff displays compliance.

The University selects administrators carefully and most typically through open national search processes. All are qualified for their respective responsibilities. Credentials for president, vice presidents, chancellors, vice chancellors, deans, and department heads within the organizational charts (Figure 3 through Figure 8, pages 28 to 33) are provided with this report. Credentials for the administrators of academic and other key programs verify qualifications that these key administrators bring to their leadership positions.⁹

All searches for administrators (department head or higher-level position) must follow search guidelines as provided by the Office of Equity and Diversity (OED) and described in the Faculty Handbook¹⁰. For upper-level administrative positions, typically deans and higher, a search firm is contracted to assist with national searches. Search firms are not typically used for internal searches or department head searches.

Administrators', department heads' and faculty credentials are verified by Human Resources (HR) through the National Student Clearinghouse (www.studentclearinghouse.org). If a candidate's degree is earned at a university which is not part of the clearinghouse, HR will contact the institution to verify earned degree(s). If the candidate's degree is from a foreign university, HR requests the candidate send an official transcript in order to verify the degree. Additionally, effective January 1, 2011, criminal background checks are conducted for any person being hired into a permanent position (graduate, undergraduate, and professional student employees will not undergo a background check except those students matriculating at UTHSC).

⁹ Resumes are included and are organized in the folders by level within the organizational charts; see Appendix B, page115 for list of linked résumés

¹⁰ See Faculty Handbook, University of Tennessee, Knoxville, Section 1.4.1, p. 2; Section 1.4.4, page 3-4, Section 1.7, p. 6-7 (UTK-faculty-handbook-2010.pdf) and Faculty Handbook, University of Tennessee Health Science Center, Sections 2.3.7.4 through 2.3.7.8, page 11 (UTHSC-2010-Faculty Handbook Last Revised 4-20-10.pdf).

Supporting Documents:

UT Search Procedures: Guidelines for Conducting Academic and Staff-Exempt Searches at the University of Tennessee, UTK searchproc.pdf

UT Search Procedures: Guidelines for Conducting Academic and Staff-Exempt Searches at the University of Tennessee, Health Science Center, UTHSC Search Procedures 33007.pdf

University of Tennessee, Health Science Center Faculty Handbook 2010, UTHSC-2010-Faculty Handbook Last Revised 4-20-10.pdf

University of Tennessee, Knoxville Faculty Handbook 2010 (applies to UTK, UTIA, and UTSI faculty), UTK-faculty-handbook-2010.pdf

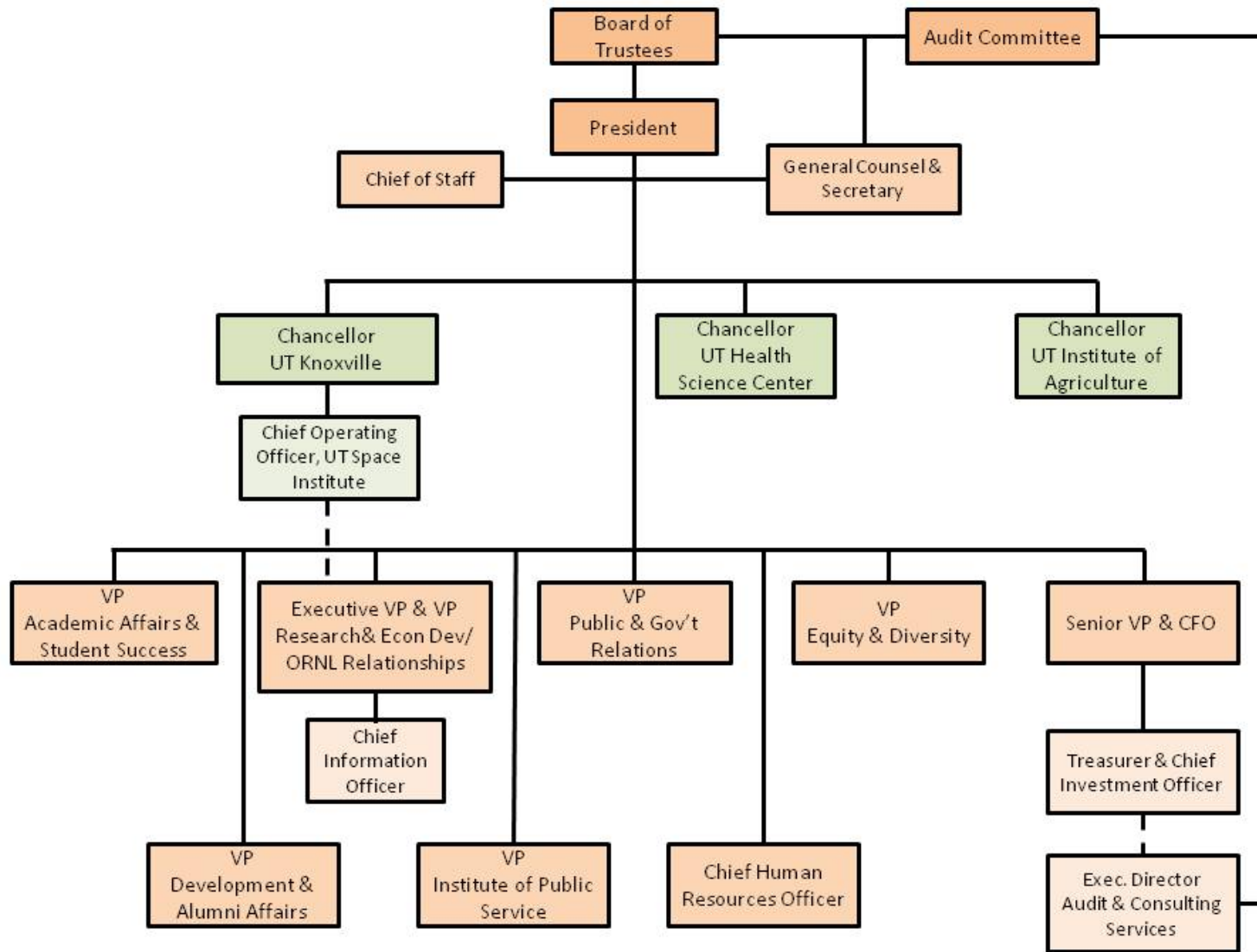


Figure 3 Overall organizational chart for The University of Tennessee.

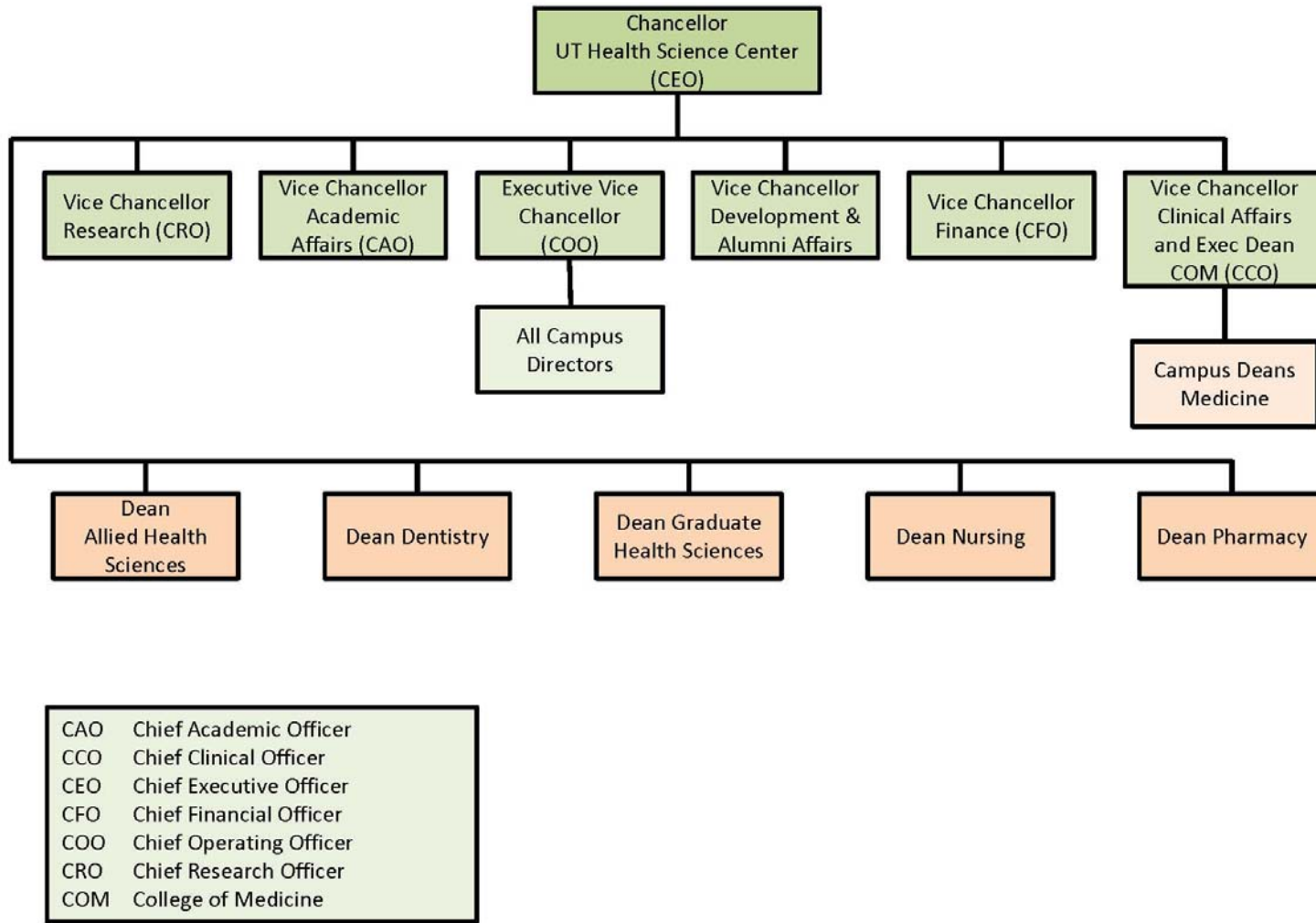


Figure 4 University of Tennessee Health Science Center organizational chart.

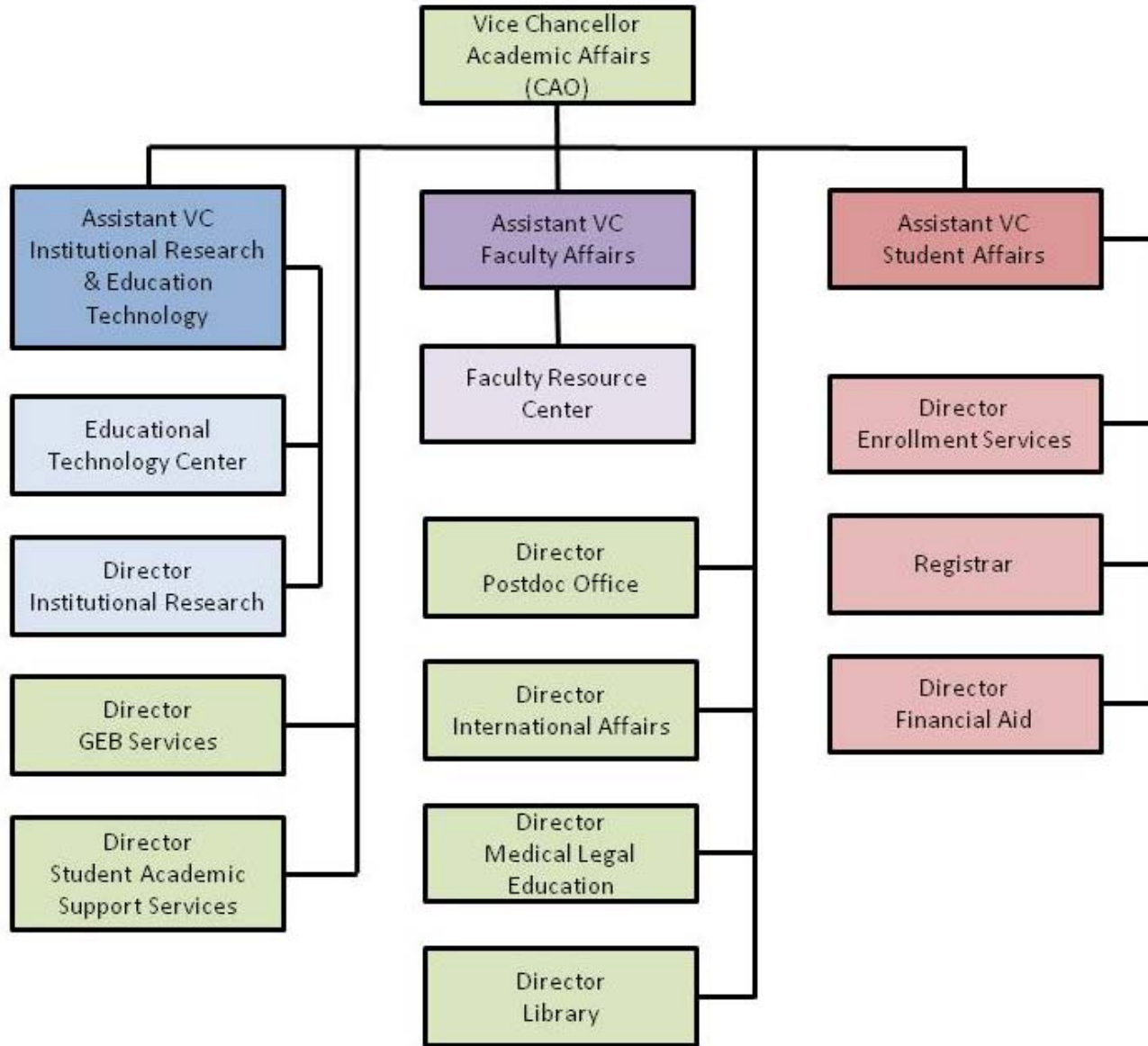


Figure 5 UTHSC Academic Affairs organizational chart.

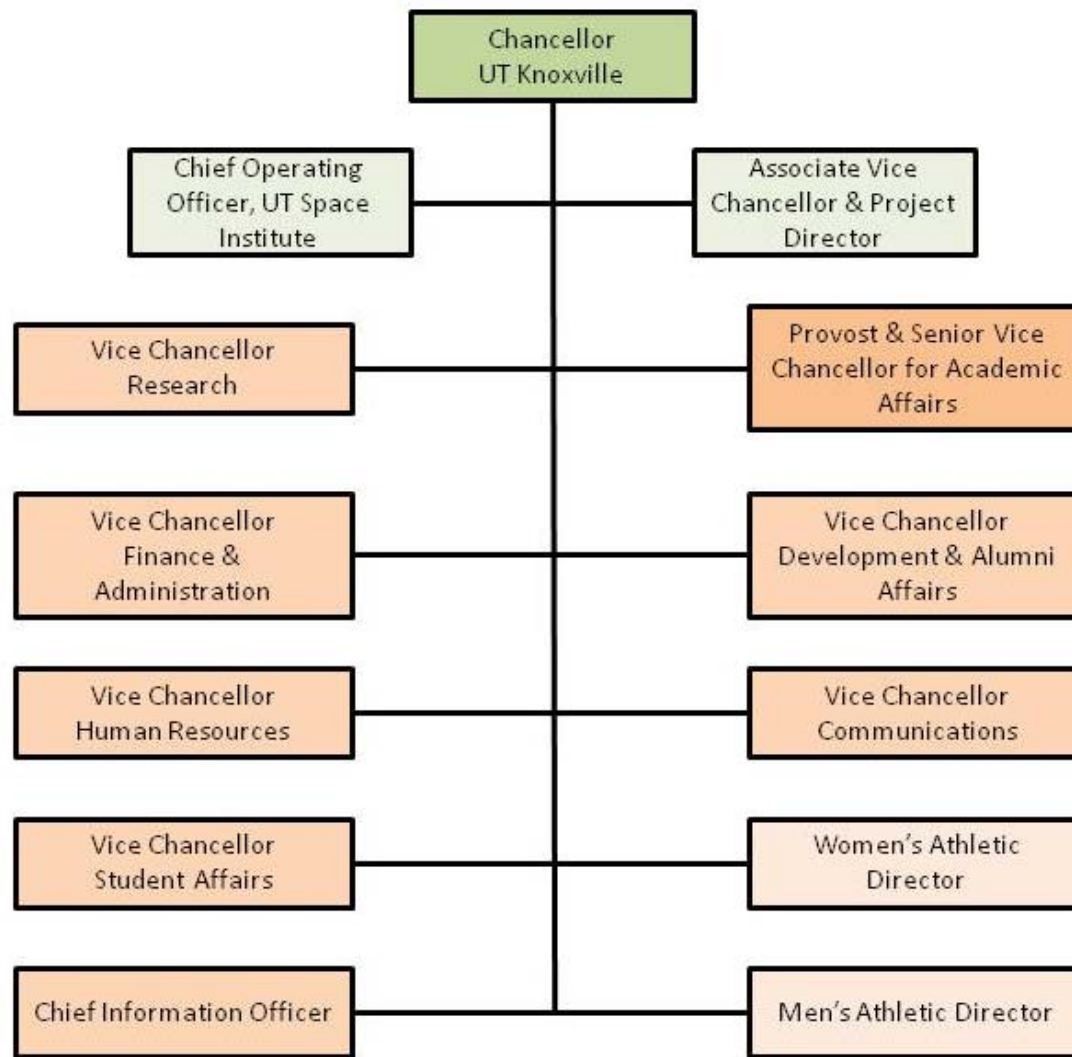


Figure 6 University of Tennessee, Knoxville organizational chart.

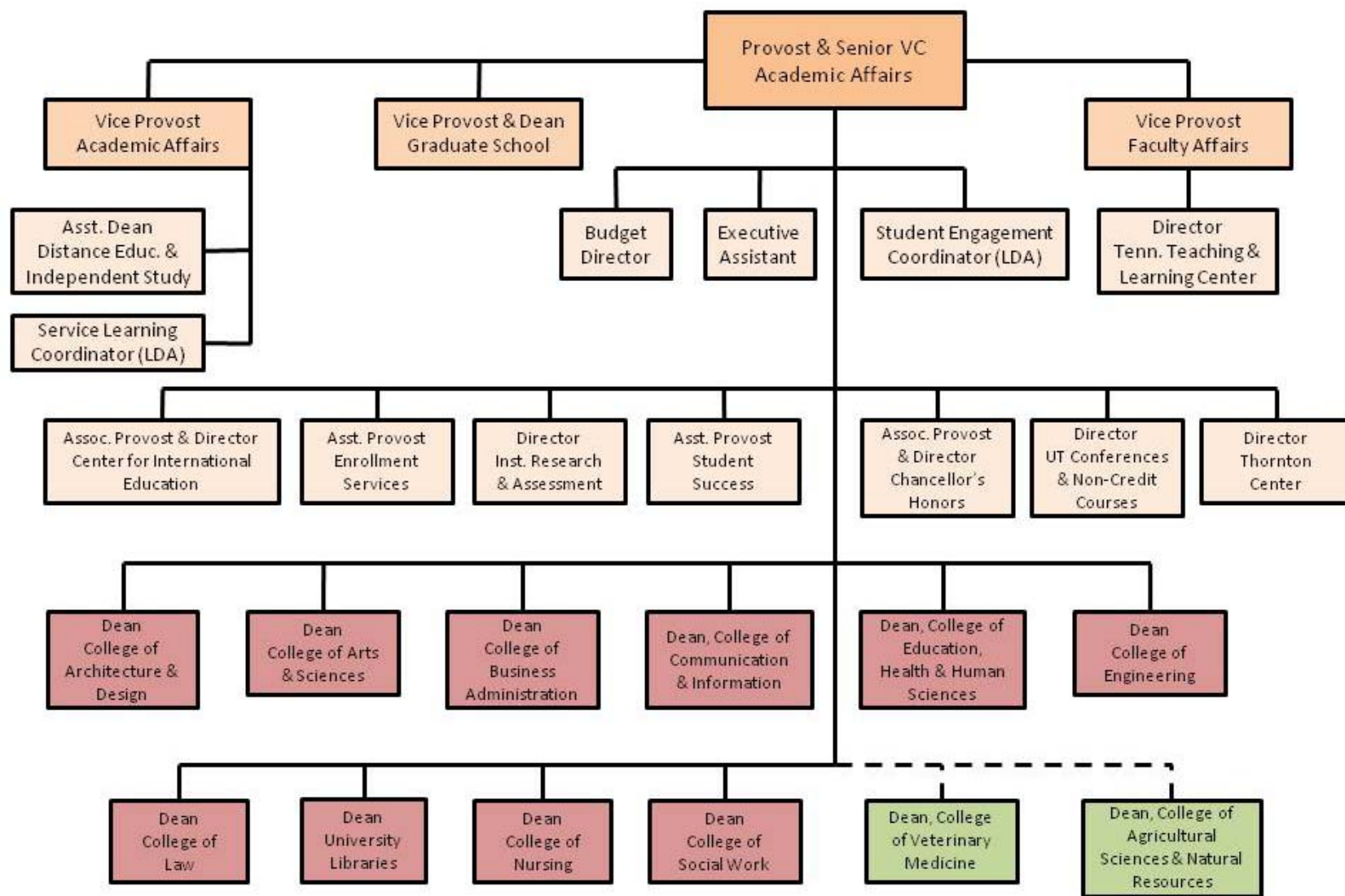


Figure 7 Provost and Senior Vice Chancellor for Academic Affairs organizational chart.

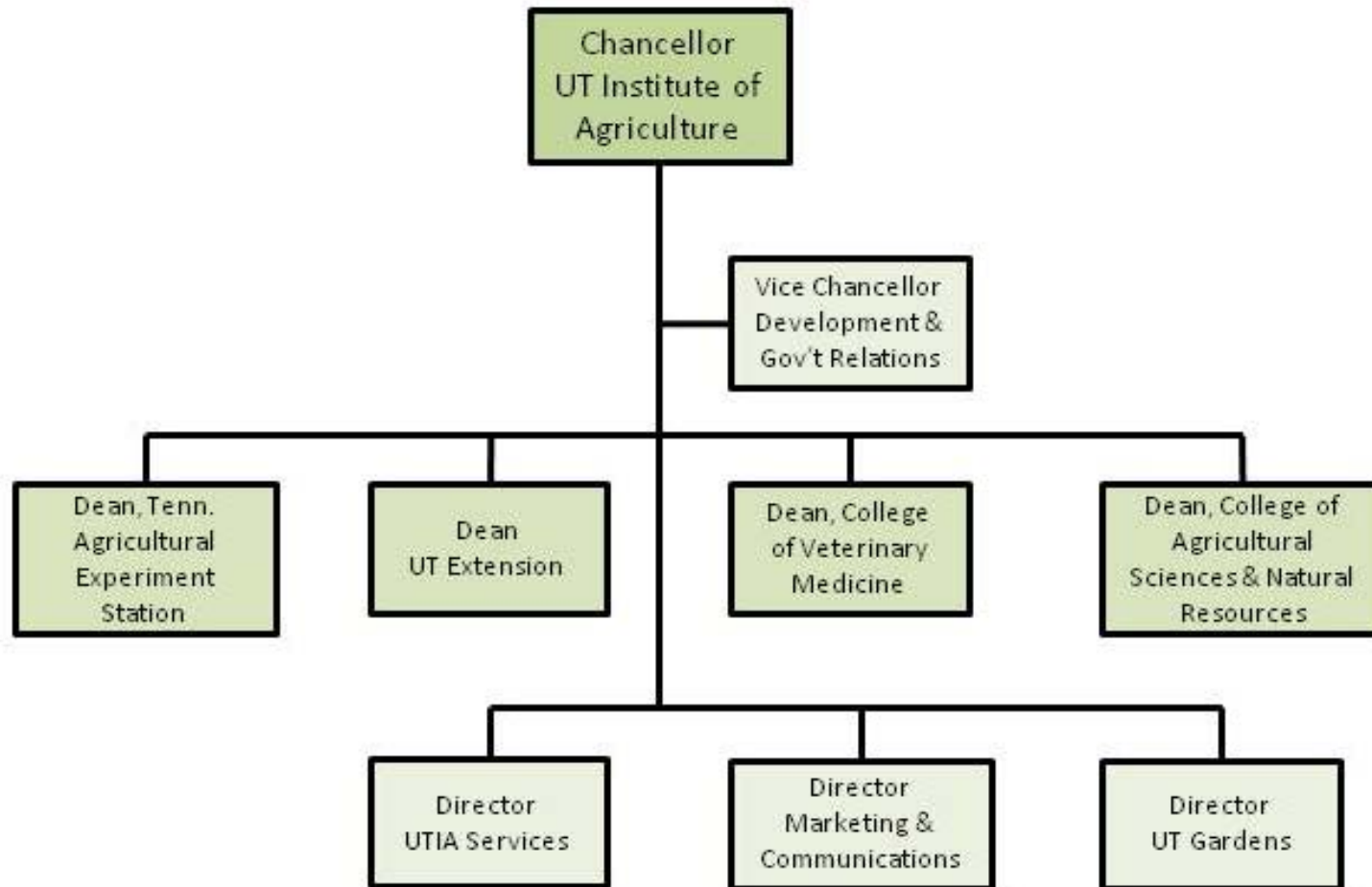


Figure 8 University of Tennessee Institute of Agriculture organizational chart.

Comprehensive Standard 3.3.1

The institution identifies expected outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results in the following area: 3.3.1.1 educational programs, to include student learning outcomes.

Compliance Non-Compliance

Narrative:

Yes, UT demonstrates compliance for each unit identifying and assessing goals. At the time of our last reaffirmation, we presented the primary Integrated Goals Statement for the University (a compilation of several documents used for planning).¹¹ In 2006, a shorter and more focused list of goals was adopted. A cross-walk table is presented in Appendix C (page 133).

The THEC standards call for periodic reviews of programs as a function of specialized accreditation for UTK and UTHSC. Other academic departments undergo THEC mandated academic program reviews every ten years with a mid-cycle review in the fifth year. During this process internal and external reviewers judge unit progress towards goals and assess the quality of baccalaureate and graduate programs. Program reviews and specialized accreditation reviews use external reviewers as part of the assessment process and involve assessment of the breadth and depth of the curriculum as well as the quality of the faculty.

The academic program review schedule assures that units are reviewed on a regular basis and the reviews include separate checklists (as mandated by THEC) for undergraduate and graduate programs designed to assess relevant data such as:

Academic Program Review Documents: The University of Tennessee Academic Program Reviews, Office of the Provost, 2007-2008 edition, UTK-ProgramReviews.pdf The University of Tennessee Institute of Agriculture Unit Reviews, Office of the Chancellor, UTIA-Unitreviewmanual_v12.pdf

¹¹ The documents included were the 1) Regional goals developed by the Southern Regional Education Board; 2) State goals developed by the Tennessee Higher Education Commission. THEC's Plan of Action encourages UT and other institutions to strategically position themselves and maintain the highest level of academic integrity, even though state support has been inadequate; 3) UT goals as shown in the Strategic Agenda 2010, colloquially labeled the University of Tennessee Scorecard; 4) Knoxville campus goals developed as the New Century Plan; 5) University of Tennessee Institute of Agriculture Strategic Plan goals; and 6) University of Tennessee Health Science Center 2003-2007 Strategic Plan goals).

- Intended program outcomes are clear.
- Goals for the major are reflected in the organization of the curriculum
- The department clearly states appropriate goals for courses in the major.
- The department uses appropriate indicators to compare achievement and goals in the major.
- The department clearly states appropriate goals for service courses
- The department uses appropriate indicators to compare achievement and goals in service courses.
- The department makes use of information from its own studies and university research to strengthen the program’s effectiveness.
- Follow-up data on graduating students are regularly and systematically collected.
- The curriculum is evaluated periodically.
- Evaluation of placement of graduates is regular and systematic.

Examples¹² of academic program review (APR) and mid-cycle review (MC) documentation are provided for three departments: Child and Family Studies, History, and Political Science. Documentation included is the reviewers’ findings for the APR and MC reviews, the departments’ responses to the reviewers’ APR report, the departments’ progress report submitted for the MC review, THEC degree checklists for the APR, and the summary report prepared after the APR review (the summary report was instituted beginning in 2007). Reviewers provide expert advice on faculty size, degree program delivery and ways to balance faculty resources with curriculum and degree offerings.

These reviews are intended to lead to a specific action plan agreed upon by the provost’s office, the dean and the department head as indicated by the examples from the aforementioned departments.

Outcome assessment for academic units has been predominantly accomplished through Major Field Testing. This process is explained in *Planning and Information for Major Field Assessment @ UTK* and enables faculty affiliated with the discipline to select the best mode of assessment through standard or locally developed tests. The national tests are centrally scheduled, and the department is responsible to inform students to register in a

Major Field Testing:

Planning and Information for Major Field Assessment @ UTK, Major Field Planning and Info Book.pdf

Schedule for major field tests, academic program reviews, and accreditation reviews, Program Matrix v2c.pdf

¹² File nomenclature includes the department name, whether it is associated with the academic program review (APR) or the mid-cycle review (MC), the reviewers’ report, the department response, the department update report associated with the MC review, and the APR summary report from the follow-up meeting conducted after the receipt of the reviewers’ APR report. These documents may be found under Support Documentation>Academic Program Reviews in separate folders for the three departments – Child and Family Studies, History, and Political Science. See Appendix E, Subject: Academic Program Review, for complete list of documents.

timely manner. Those units that opt to develop their own assessment tool are commonly those disciplines for which there is no national standardized examination. Using such a test allows for the major field assessment instrument to relate directly to current curricula. Units conform to a Test Schedule that provides a reasonable periodic evaluation of outcomes and Test Histories, with the results of the testing reported back to units and used in program reviews. Major Field Testing has also been part of the THEC review of academic program quality. At UTHSC, most of the programs undergo regular external reviews as part of their professional accreditation process and the outcomes from such programs are determined by monitoring the performance of students in their professional licensure exams.

VOLVision and Top 25

Since UT's last reaffirmation, significant effort on planning under Interim President Jan Simek lead to the review of organizational structure above the campus-level and realigning functions to better serve campuses. The reorganization is reflected in the current organization chart with reduction in the number of vice presidents and other direct reports to the President (Figure 3, page 28).

Supporting Document: Top-25-board-presentation.pdf Top-25-executive summary.pdf VOL-vision-2015.pdf

Additionally, the Knoxville campus initiated planning to address a challenge from the state to become a Top 25 publicly-funded research university. Part of the planning is also tied to the Complete College Tennessee Act of 2010 (CCTA).¹³ This challenge was posed at the same time when the Knoxville campus was undergoing strategic planning. The two initiatives were joined under one umbrella and implementation teams are currently developing the action plan. Concomitant with this planning process, the academic program review process is being reviewed to incorporate the new THEC funding formula as defined by the CCTA that rewards outputs, not inputs (graduation rates versus number of incoming students). The goal is to incorporate into the annual planning process success towards improving academic programs based on assessment.

¹³ Complete College Tennessee Act of 2010, House Bill No. 7008, First Extraordinary Session, State of Tennessee (January 26, 2010), amends Tennessee Code Annotated, Title 49, Chapters 7, 8, and 9, relative to education; available at <http://wapp.capitol.tn.gov/apps/BillInfo/default.aspx?BillNumber=HB7008&GA=106>; viewed December 9, 2010.

Complete College Tennessee Act of 2010

During the 2010 session of the Tennessee Legislature, the Complete College Tennessee Act was passed. As mandated by the legislation THEC "... shall construct a statewide master plan that directs higher education to be accountable for increasing the educational attainment levels of Tennesseans...[to] include, but not be limited to, the consideration of the following provisions:

- (A) "Addressing the state's economic development, workforce development and research needs;
- (B) Ensuring increased degree production within the state's capacity to support higher education; and
- (C) Using institutional mission differentiation to realize statewide efficiencies through institutional collaboration and minimized redundancy in degree offerings, instructional locations and competitive research..."

Supporting Document:

Complete College Tennessee Act of 2010, House Bill No. 7008, First Extraordinary Session, State of Tennessee (January 26, 2010), amends Tennessee Code Annotated, Title 49, Chapters 7, 8, and 9, relative to education; HB7008.pdf

To increase educational attainment levels of Tennesseans, key provisions provide for

- articulation agreements between two-year and four-year public institutions
- developing a university "tract" program within the University of Tennessee and the Tennessee Board of Regents Systems consisting of 60 hours of instruction that can be transferred and applied toward the requirements for a bachelor's degree at the public universities; a tract must consist of general education courses and pre-major courses as prescribed by the commission.
- a 41 hour lower division general education core common to all Tennessee state colleges and universities will be fully transferable as a block to, and satisfy the general education core of, any public community college or university
- adoption of dual enrollment of students at any two-year institution governed by the Board of Regents and any four-year institution governed by the Board of Regents or the University of Tennessee Board of Trustees, and who are admitted to both such institutions, may elect to enroll simultaneously in both institutions.
- adoption of institutional mission statements that characterize each institution's distinctiveness in degree offerings and address institutional accountability
- institutional mission differentiation to realize statewide efficiencies through institutional collaboration and minimized redundancy in degree offerings, instructional locations, and competitive research
- policies and formulae or guidelines that result in an outcomes based model, and that the model emphasize outcomes across a range of variables that will include end of term enrollment for each term, student retention, timely progress toward degree completion and

degree production and may also include, among other things, student transfer activity, research and student success, as well as compliance with transfer and articulation principles

- authorizes UT to establish an academic unit of the UTK for interdisciplinary research and education in collaboration with the Oak Ridge National Laboratory (ORNL) and authorizes the UTK chancellor and the ORNL director to enter into an agreement concerning collaboration in interdisciplinary research and education.

A major impact of this legislation is shifting the funding formula from inputs to outputs and making the institutions more accountable. UT is initiating discussions to determine how best to implement program assessment to mesh with THEC mandated academic program review and to meet the goals set forth in the CCTA. These requirements mesh with SACS Reaffirmation emphasis on institutional effectiveness.

Comprehensive Standard 3.4.3

The institution publishes admissions policies that are consistent with its mission.

Compliance Non-Compliance

Narrative:

Yes, UTK¹⁴ undergraduate, graduate and professional programs, and UTHSC graduate and medical programs admissions policies published on the web and/or in undergraduate and graduate catalogs demonstrate compliance.

The mission of UT as the state's flagship comprehensive research institution is to move forward the frontiers of human knowledge and enrich and elevate society. The means to achieve these goals include scientific research, humanistic scholarship and artistic creation.

Admissions policies for undergraduates fit UT's mission of remaining the state's leading comprehensive research institution. It is the policy of the UTK Office of Undergraduate Admissions to use holistic review and to consider the following credentials in making decisions: high school core grade point average¹⁵;

¹⁴ Undergraduate and graduate admissions for UTIA and graduate admissions for UTSI flow through the Knoxville's Office of Undergraduate Admissions and Office of Graduate Admissions.

¹⁵ High school core academic subjects comprising the 14 units required for college admission through Spring 2012 are 4 units of English; 2 units of algebra; 1 unit of geometry, trigonometry, advanced math, or calculus; 2 units of natural science, including at least one unit of biology, chemistry, or physics; 1 unit of American history; 1 unit of European history, world history, or world geography; 2 units of a single foreign language; and 1 unit of visual or performing arts.

Students applying for first year admission to UT Knoxville, beginning with the Summer 2013 term, must complete the following 17 core academic units required for admission: 4 units of English; 2 units of algebra; 1 unit of geometry, trigonometry, advanced math, or calculus; 1 unit of advanced algebra and trigonometry, statistics, discrete mathematics with statistics and probability, pre-calculus, calculus, capstone, senior math or quantitative decision making; 3 units of natural science. Students must complete Biology I, Chemistry or Physics, and a third lab science; 1 unit of American history; 1 unit of European history, world history, or world geography; 1 unit of additional social science (e.g., government/economics); 2 units of a single foreign language; and 1 unit of visual or performing arts. This information is available to prospective students on the Admissions web site

(<http://admissions.utk.edu/undergraduate/apply/requirements.shtml>).

Catalogs and Other Documents:

University of Tennessee Health Science Center, 2010-2011 Catalog, 2010-2011 UTHSC – Catalog.pdf

University of Tennessee, Knoxville 2010-2011 Undergraduate Catalog, 2010-2011 UTK-UG-Catalog.pdf

University of Tennessee, Knoxville 2010-2011 Undergraduate Viewbook, UTK-UGViewbook2011.pdf

University of Tennessee, Knoxville 2010-2011 Graduate Catalog, 2010-2011 UTK-Graduate-Catalog.pdf

University of Tennessee, Mission Statements, UWA-combined_mission_statements.pdf

“super-scored” ACT/SAT score; academic courses; class rank (if applicable); extracurricular and leadership activities, and life experiences.

The UT Fact Book provides information about the characteristics of student body including geographic distribution, race and gender distributions and entering scores for freshmen. Detailed information can be found in reports provided by the OIRA on the Enrollment Profile of First Time Freshmen by race, by college, by age group, by enrollment status, by equivalent ACT group (Figure 9), by high school GPA group and by place of permanent residence. This data show the admissions of the University are consistent with those of a comprehensive research university. Since the start of the Tennessee lottery scholarship (fall 2004 was first semester for the award), more top students were retained in the state to attend UTK (Figure 9) and the proportion of in-state to out-of state students has shifted from roughly 80% of the students being Tennesseans to 90% (Figure 10).

Supporting Documents:
 First-Time Fresh 1998-2002.pdf
 First-Time Fresh 2001-2005.pdf
 First-Time Fresh 2005-2009.pdf

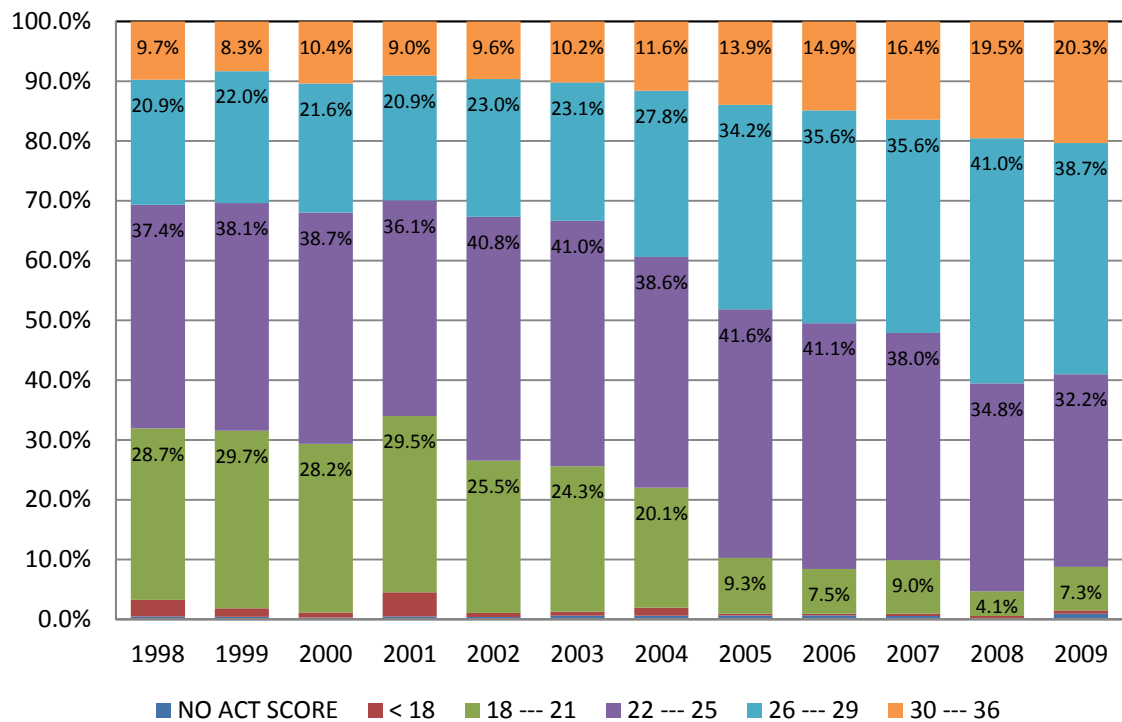


Figure 9 First-time, fulltime freshmen profile by ACT scores from 1998 through 2009 (Source: Office of Institutional Research and Assessment).

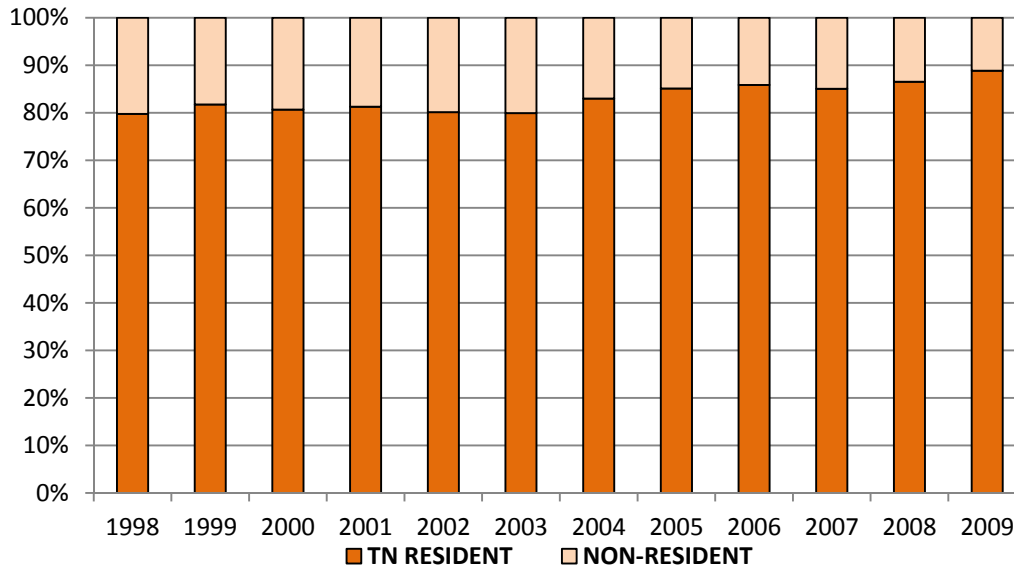


Figure 10 Enrollment by residency for first-time, fulltime freshmen students from 1998 through 2009 (Source: Office of Institutional Research and Assessment).

Admissions policies for graduate studies include minimum requirements that reflect the standards of a top comprehensive research institution. Requirements are included in the Graduate Catalog¹⁶. In many cases individual program admission requirements exceed those set by the Graduate Council. University policy on graduate admissions is under the purview of the Graduate Council, a subcommittee of the Faculty Senate.

At the UTHSC, a principal mission is to educate health professionals to serve the state. To that end, all colleges give admissions priority to applications from qualified Tennessee residents. However, as the UTHSC web site says, the health professions colleges may consider applications from residents of other states. Admissions information is provided prospective students at <http://www.uthsc.edu/admissions/future-students.php>. UTHSC does use centralized application services for medicine, pharmacy, physical therapy, and audiology and speech-language pathology. Applicants are also encouraged to work with an enrollment counselor.

¹⁶ Admissions requirements for most graduate programs are given on pages 16 to 17 of the University of Tennessee Graduate 2010-2011 catalog (see 2010-2011 UTK-Graduate-Catalog.pdf); law admissions is given on page 289, and veterinary medicine admissions is given on page 309. More detailed information regarding admissions qualifications is given at departmental and/or college web sites.

Specific admissions criteria for the professional programs, doctoral programs and post-professional programs can be found on the web sites for each of the six UTHSC colleges. For example, information on graduate medical education can be accessed from the College of Medicine web site <http://www.uthsc.edu/Medicine/>, and information on post professional training in Physical Therapy can be found on the College of Allied Health web site <http://www.uthsc.edu/allied/>.

Screen captures of the various web pages that provide admissions information follow. Additionally, policies are provided in the various catalogs.



Figure 11 Undergraduate admissions web page that presents requirements for admissions; <http://admissions.utk.edu/undergraduate/apply/requirements.shtml>, retrieved January 21, 2011; to view full page, see Requirements for Admission UTK Undergraduate.mht.

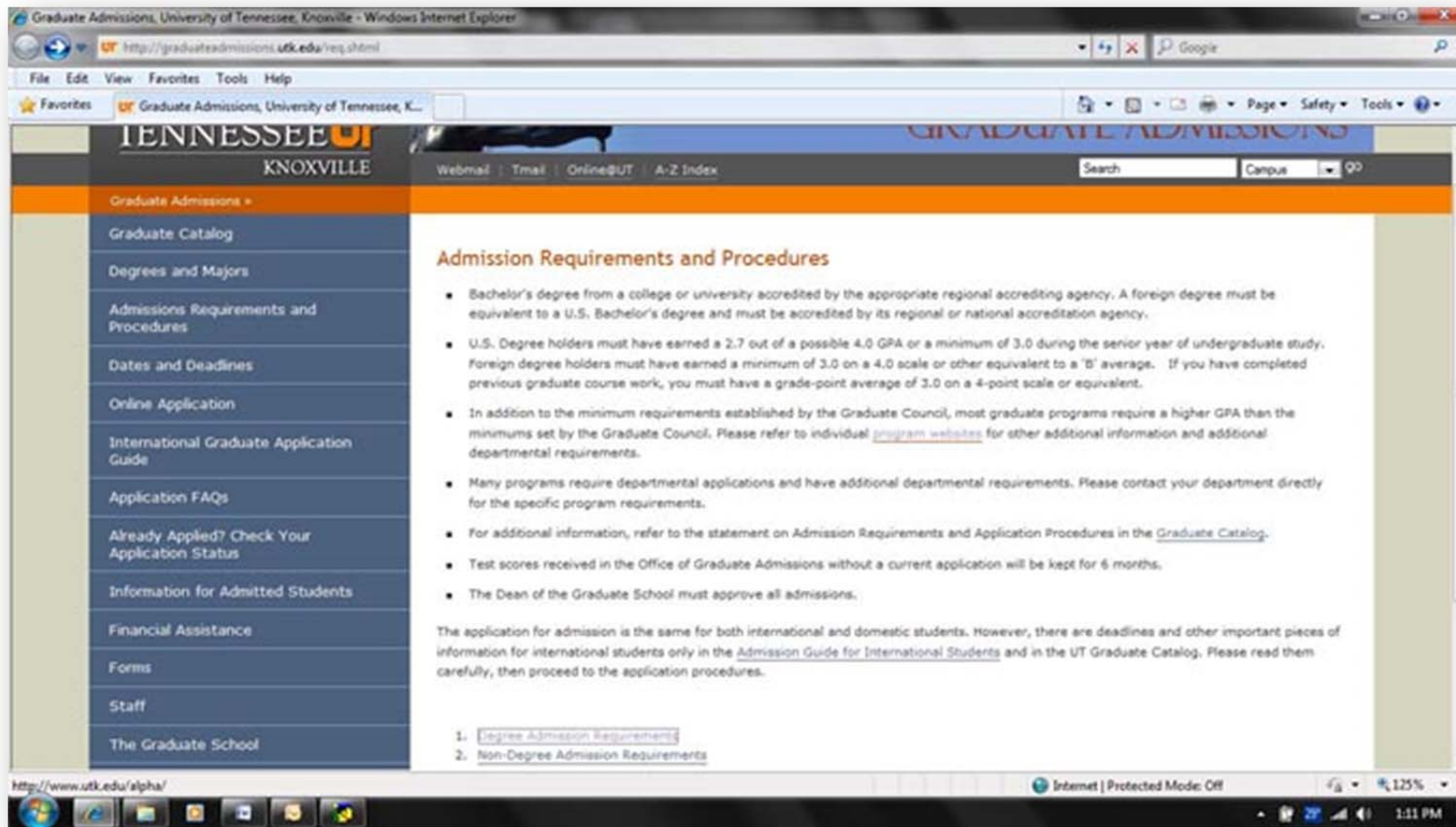


Figure 12 Graduate admissions web page that presents requirements for admissions; <http://graduateadmissions.utk.edu/req.shtml> retrieved January 21, 2011; to view full page, see Graduate Admissions UTK.mht.

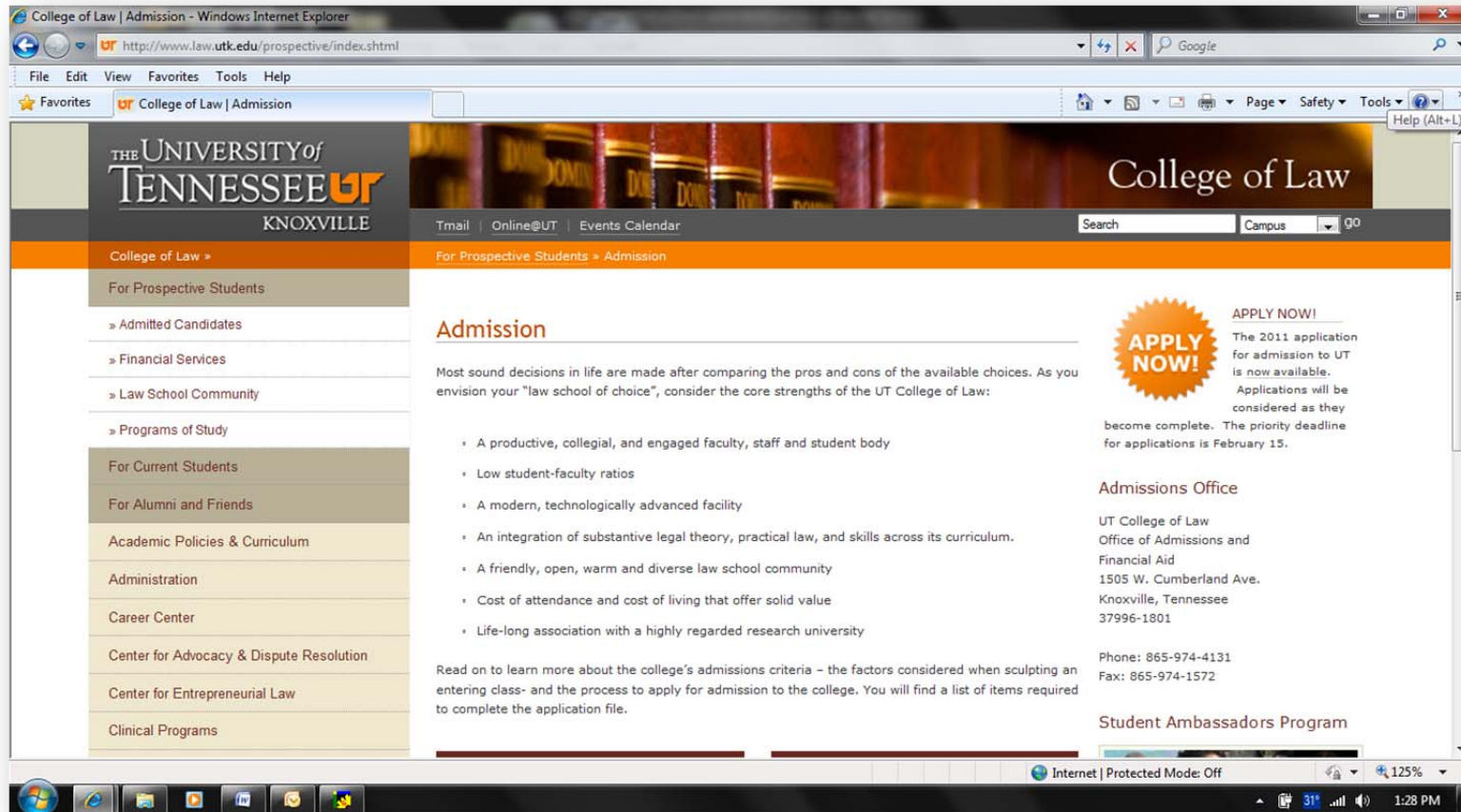


Figure 13 College of Law admissions web page that presents admissions information; <http://www.law.utk.edu/prospective/index.shtml> retrieved January 21, 2011; to view full page, see College of Law Admissions.mht.

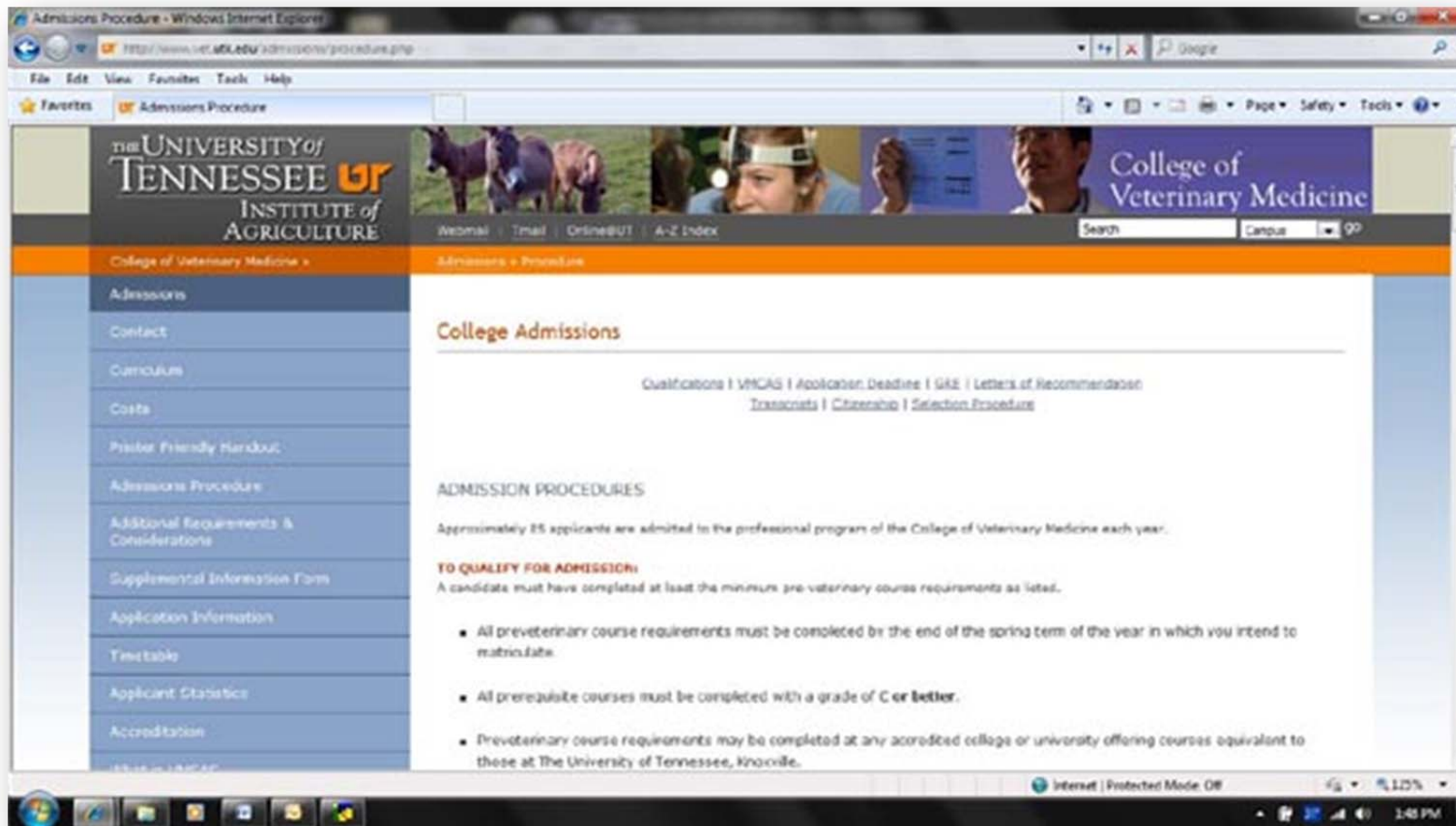


Figure 14 College of Veterinary Medicine admissions procedures and information provided on-line, <http://www.vet.utk.edu/admissions/procedure.php>, retrieved January 21, 2011; to view full page, see CVM Admissions.mht.

The University of Tennessee Health Science Center | Office of Admissions | Application Instructions 101 - Mozilla Firefox

File Edit View History Bookmarks Tools Help

http://www.uthsc.edu/admissions/application-instructions-101.php

The University of Tennessee Health Science Center

Office of Admissions

Banner Xytiles Webmail Blackboard It Login MyUT Google Custom Search People Go

Admissions

- Apply
- Application Instructions 101
- Application Deadlines
- Why UTHSC?
- Degrees Offered
- Visit UTHSC
- Future Students
- International Students
- Tuition & Fees
- Admissions Staff
- Residency
- Forms
- Policies

Application Instructions 101

1. Critical Steps Regarding Online Application

- **You will need an email address to apply online.**
 - If you do not have an email address, you may obtain one for FREE from Google Gmail, Hotmail, Yahoo, etc.
- **You will be asked to pay an application fee.**
 - All UTHSC applicants, with the exception of those applying to the College of Graduate Health Sciences, must submit an application fee before their application can be processed.
 - You may pay your non-refundable, \$75 application fee with electronic check, debit card, or credit card.
- **You may apply to only one UTHSC program per admission cycle.**
 - UTHSC's application policy states that you may submit only one application per admission cycle (e.g., you cannot concurrently apply to Dentistry and Medicine).
- **You may check your application status online.**

Application Checklist

- Online Application
- \$75 [non-refundable] application fee
- Official Transcript(s)
- Recommendation Forms
- CPR Certification (if applicable)
- Proposed Plan of Study (if applicable)
- Test Score(s)

2:32 PM

Figure 15 UTHSC admissions procedures and information provided on-line, <http://www.uthsc.edu/admissions/application-instructions-101.php>, retrieved January 21, 2011; to view full page see UTHSC Admissions Instructions.mht.

The screenshot shows the UTHSC Office of Admissions website. The main heading is "Office of Admissions". Below it, there is a navigation bar with links for Banner, Xytex, Webmail, Blackboard, iLogin, MyOT, and a search box. The left sidebar contains a menu for "Admissions" with links to Apply, Application Instructions 101, Application Deadlines, Why UTHSC?, Degrees Offered, Visit UTHSC, Future Students, International Students, Tuition & Fees, Admissions Staff, Residency, Forms, and Policies.

Application Deadlines

Allied Health Sciences

College/Program	Early	Regular	Late
Clinical Lab Sciences	Sep. 1st	Mar. 1st	--
Cytopathology	Jan. 30th	Apr. 1st	Jul. 1st
Dental Hygiene [undergrad]	--	Feb. 15th	--
Dental Hygiene [grad]	--	Mar. 1st	--
Health Informatics & Information Management [undergrad]	--	Mar. 1st	Jul. 1st
Health Informatics & Information Management [grad]	--	--	--
Medical Technology	Dec. 1st	Apr. 2nd	Jul. 1st
Occupational Therapy [Chattanooga]	Dec. 15th	Feb. 1st	Mar. 15th
Occupational Therapy [Memphis]	Mar. 15th	May 1st	Jul. 15th
Physical Therapy	Nov. 1st	Jan. 15th	--
Transitional DET	Aug. 1st	Nov. 15th	May 1st

Questions?
Contact an enrollment counselor directly:

- Allied Health Service**
- Dentistry**
Paula Webber
901-448-4857
pwebber@uthsc.edu
- Graduate Health Sciences**
- Nursing**
Sahar Khalifa-Dabbous
901-448-4854
skhalifa@uthsc.edu
- Medicine**

Figure 16 UTHSC admissions deadlines provided on-line, <http://www.uthsc.edu/admissions/application-deadlines.php>, retrieved January 21, 2011, to view full page, see UTHSC Admissions Application Deadlines.mht.

Comprehensive Standard 3.4.11

For each major in a degree program, the institution assigns responsibility for program coordination, as well as for curriculum development and review, to persons academically qualified in the field. In those degree programs for which the institution does not identify a major, this requirement applies to a curricular area or concentration.

Compliance Non-Compliance

Narrative:

Yes, the faculty handbooks and the UTK Undergraduate Council and Graduate Council web sites show compliance. Additionally, administrators', department heads' and faculty credentials are verified by Human Resources through the National Student Clearinghouse (www.studentclearinghouse.org). If a candidate's degree is earned at a university which is not part of the clearinghouse, HR will contact the institution. If the candidate's degree is from a foreign university, HR requests the candidate send an official transcript in order to verify the degree. Additionally, effective January 1, 2011, full criminal background checks will be conducted for any person being hired into a permanent position (graduate, undergraduate, and professional student employees will not have a background check except those students matriculating at UTHSC).

Supporting Documents:

University of Tennessee, Knoxville
Faculty Handbook 2010 (applies to UTK, UTIA, and UTSI faculty),
UTK-faculty-handbook-2010.pdf
Faculty Senate Bylaws, 2009, UTK-FS-Bylaws 2009.pdf

Faculty are responsible for curriculum development and review, as well as program coordination:

- Academic programs undergo regular reviews by unit, college dean, review team, and accreditation reviews at UTK and UTHSC. Reviewers are specifically asked to assess the adequacy and quality of the program faculty.
- The UTK Faculty Handbook indicates that department heads have responsibility to “work with faculty to plan, execute, and review curriculum.”¹⁷ Furthermore, the Faculty Handbook specifies that faculty have a “primary role in determining curriculum, educational

¹⁷ UTK Faculty Handbook, 2010, Section 1.4.2, page 3.

policy, standards for evaluating teaching and scholarship...”¹⁸ The Faculty Senate comprises representatives from the UTK, UTIA, and UTIA¹⁹.

- The UT Undergraduate Council, whose membership comprises representatives from each college among UTK and UTIA, has responsibility for faculty oversight of content, quality and effectiveness of the curriculum, academic policy, and undergraduate appeals. The Vice Provost for Academic Affairs is the primary administrative liaison to the Undergraduate Council
- The UT Graduate Council, which includes faculty representatives from the schools and colleges at UTK, UTIA, and UTSI, has oversight responsibility for academic policy, approvals to direct doctoral dissertations, curriculum, review and approval of new degree programs. The Vice Provost and Dean of the Graduate School is the primary administrative liaison to the Graduate Council.
- The UT Undergraduate and Graduate Councils, with the assistance of the Office of the Registrar, publish guidelines for submission of curricular materials.
- The UTHSC Faculty Handbook affirms the faculty’s role in curriculum planning and development: “...the UTHSC faculty has the specifically reserved and sole authority to plan and develop the curricula for instructional programs.”²⁰ “The curriculum cannot be changed without the approval of the collegiate faculty.”²¹
- In 2009-2010 academic year, the UTK Graduate Council approved a position description for Director of Graduate Studies, prepared by the Dean of the Graduate School in counsel with the Graduate Deans representing the different colleges in Knoxville and the UTSI. This position description specifies that a faculty member serves as the Director of Graduate Studies for each degree program.²²

Supporting Documents:

University of Tennessee, Knoxville, Undergraduate Council Curriculum Guidelines, UTK-UGGuidelines0910.pdf

University of Tennessee, Knoxville, Graduate Council Guidelines, UTK-GCCurrProcedures.pdf

University of Tennessee, Health Science Center Faculty Handbook 2010, UTHSC-2010-Faculty Handbook Last Revised 4-20-10.pdf

University of Tennessee, Knoxville, Graduate Council, Minutes of the 15 April 2010 Meeting, 20100415-GC-Minutes.pdf

Credentials of unit heads and deans are provided with this report (see Appendix B, beginning on page 114 for the list). They have primary responsibility for academic program oversight and coordination of the curriculum.

¹⁸ UTK Faculty Handbook, 2010, Section 1.5, page 5.

¹⁹ UTK Faculty Senate Bylaws, Article II, Section 1.B.2, page 3, revised version April 20, 2009.

²⁰ University of Tennessee Health Science Center Faculty Handbook, 2010, Sections 2.3.7.1, page 10

²¹ University of Tennessee Health Science Center Faculty Handbook, 2010, Section 2.3.6, page 9

²² University of Tennessee, Knoxville, Graduate Council, Minutes of the 15 April 2010 Meeting, pages G1611 to G1614

Comprehensive Standard 3.11.3

The institution operates and maintains physical facilities, both on and off campus, that appropriately serve the needs of the institution’s educational programs, support services, and other mission-related activities.

Compliance Non-Compliance

Narrative:

Yes, UT’s capital improvement plan, facilities services guides, classroom upgrade reports, general and specialty library collections, instructional facilities, extension offices, research and education centers (formerly called experiment stations) and research centers establish compliance. The Vision and Mission Statements indicate the primary purpose of UT as the state’s flagship comprehensive research institution is to move forward the frontiers of human knowledge and enrich and elevate society. As such, the mission is appropriate for a comprehensive research university.

The IPEDS Report – Finance 2008-2009 reports the approximate land value of UT facilities at \$56.5 million, the value of buildings at \$1.3 billion with \$172 million in active construction projects, and the value of equipment at \$335 million – all supporting the University’s mission.

Maps

Maps for UTK, UTHSC, and UTSI provide a scope of the main educational and research facilities. Maps are posted to each campus website for easy access: in Knoxville - <http://www.utk.edu/maps/>; in Tullahoma - http://www.utsi.edu/AboutUTSI/UTSI_bldgs.pdf; and in Memphis - <http://www.uthsc.edu/map/>.

Facilities

In Knoxville, the Office of Space and Facilities develops programs for non-auxiliary building renovations and new construction; plans, schedules and oversees relocation of units, and maintains space plans. Facilities Services²³ operates and maintains 247 buildings (15.2 million gross square feet) on more than 500 acres. The Knoxville building list comprises instructional and research facilities in addition to others.

Maps:
University of Tennessee Health Science Center, UTHSC-campus-map.pdf
University of Tennessee, Knoxville and University of Tennessee Institute of Agriculture, UTK-campus-map-2010-2011.pdf
University of Tennessee Space Institute, UTSI-campus-map.pdf
UT-campus-buildings.pdf

²³ See the file UT-campus-buildings.pdf for a complete list of all buildings maintained by the university.

The Tullahoma campus has 26 buildings (234,579 gross square feet) primarily for research and instruction.

At the UTHSC, the Education Center is responsible for instructional facilities and support services for teaching functions in the General Education Building. Property management falls under the Office of the Vice Chancellor for Administration. The building inventory lists 83 structures (6.2 million gross square feet) including instructional, clinical, research, and hospital space. UTHSC is also responsible for educational and library facilities at the UT Medical Center Campus in Knoxville, an independent not-for-profit health care delivery system. UTHSC is also responsible for educational facilities in Chattanooga in space adjacent to the Erlanger Health System.

Master Plans

A Knoxville-area campus master plan developed in 2001 has been under extensive review. In 2007, THEC revised space standards. Once those standards were received, a review process was initiated. The draft plan is currently under review and will be finalized for presentation to the Board of Trustees for their June 2011 meeting, with submission to THEC and the State Building Commission later in the July-August timeframe. It includes architectural guidelines; location of new dormitories, academic buildings, research buildings, parking and recreational facilities; and planning for infrastructure to address future needs

The campus master plan for the UTHSC was revised in 2010 and includes plans for renovation and expansion of research, clinical, educational, student, and administrative space. The ambitious 5-year plan calls for increasing acreage, the number of buildings and parking facilities.

Supporting Document: UTHSC Campus 5 Year Plan Summary.pdf UTK-2001-MasterPlan.pdf

Research and Service Functions

As the state's flagship comprehensive research institution, the university's research space includes agricultural, biomedical and biological sciences; engineering and physical sciences; and social sciences and humanities research facilities located across the campus and state.

UT-Oak Ridge National Laboratory Partnership²⁴

The University of Tennessee manages and operates Oak Ridge National Laboratory (ORNL) through UT-Battelle with support from the state of Tennessee. The research enterprise consists of \$3 billion in research facilities, equipment and expertise in East Tennessee. These resources

²⁴ Information in this section comes from University of Tennessee's web site, The University of Tennessee and Oak Ridge National Laboratory page, <http://www.tennessee.edu/ornl/index.html>, accessed December 2, 2010.

include the Spallation Neutron Source (SNS), the world's largest unclassified supercomputer, joint research centers, and funding for joint faculty appointments.

UT-Battelle recently received an "A" rating in its latest performance evaluation by the U.S. Department of Energy. The infusion of combined scientific capability UT and ORNL bring to the region enable addressing tomorrow's most pressing scientific questions. There is considerable funding for the 35 faculty with joint appointments to UT and ORNL.

Key linkages occur through five joint institutes:

- Biological Sciences (JIBS)
- Computational Sciences (JICS)
- Neutron Sciences (JINS)
- Advanced Materials (JIAM)
- Heavy Ion Research (JIHIR)

Spallation Neutron Source (SNS) is the world's largest science program at a cost of \$1.4 billion. This instantly catapulted UT and ORNL into a global leadership position in neutron scattering research. SNS has already drawn global interest, and the Center for Nanophase Materials Sciences at ORNL, along with the UT-ORNL JINS, make the SNS campus the top destination in the field.

The National Institute for Computational Sciences is home to one of the top 10 most powerful computers in the world. This computing power allows scientists to effectively process and understand the massive data created by a project like SNS. ORNL is on track to have the world's most powerful unclassified supercomputer.

As these major projects come online, outstanding faculty are drawn from around the world to UT and ORNL. They are attracted by the scientific opportunities available, and by the advantages of holding joint appointments between the two institutions. Support from the state of Tennessee has led to the creation of the Governor's Chair researcher positions, already drawing top scientists.

Since UT began managing ORNL, the technology commercialization program has spun off 62 new companies. These companies lead to new jobs and opportunity in the East Tennessee area and beyond, and the program serves to draw the most talented researchers to the lab.

The university and the laboratory also cooperate to offer the Graduate School of Genome Science and Technology (GST) and the Center for Interdisciplinary Research and Graduate Education (CIRE). CIRE will admit the inaugural class in a joint doctorate program in energy science and engineering²⁵ for fall semester 2011.

The Howard H. Baker, Jr. Center for Public Policy

The Howard H. Baker Jr. Center for Public Policy is an education and research facility that serves the university and the public. Opened in 2003, the center is located on the campus of UTK, the building is a 51,527-square-foot, three-level structure clad in brick and Tennessee marble. It houses a museum, an auditorium, archives, classrooms, a public reading room, and offices for staff, including an executive office and boardroom for Senator Baker.

The Baker Center is a nonpartisan institute devoted to education and scholarship concerning public policy and civic engagement. By examining policy and politics through a nonpartisan lens, the Baker Center continues the groundbreaking work of its namesake, Senator Howard H. Baker Jr., who was nicknamed “The Great Conciliator” for his ability to cross party lines and encourage lawmakers to cooperate on key issues affecting the public good.

Throughout the year, the Baker Center hosts lectures, conferences, roundtable discussions, classes, and other events that address the key issues of today’s world. These programs bring together scholars, lawmakers, community members, and students to discuss how to potentially resolve such pressing problems as education shortfalls, global disease epidemics, and armed conflict. Although its programming is wide in scope, the Baker Center is especially focused on four topics: governance studies, energy and environment, global security, and health policy. Each of these topics was chosen for its political, social, and cultural importance, and so the center brings experts and members of the UT community together to address them in open and unbiased discussion aimed at the formulation of effective and workable policy responses.

The museum, which is free and open to the public, contains photographs, documents, and other items pertaining to governance and civic engagement. There are presentations on the history of politics in Tennessee, the role of the media in the political process, and our country’s systems of governance. A number of interactive stations cover political events and issues in which Baker has played a prominent role, such as



²⁵ Proposal for a Program of Study Leading to the Degree of Ph.D. in Energy Science and Engineering, pages 212 to 230, Oct_2010_Board_Book.pdf

the Watergate investigation, the shaping of environmental policy, and the Panama Canal treaty negotiations. Other temporary exhibits are rotated throughout the year. Most of the primary documents found in the museum come from the center’s Modern Political Archives.

The archives include not only the Senator Baker’s papers, but also others from Tennessee including Senators Carey Estes Kefauver and Fred Dalton Thompson; judges Thomas G. Hull and Sue Kerr Hicks (Judge Hicks served on the prosecution of the Scopes trial in Dayton, Tenn.), several Tennessee Governors, and Ambassador Victor Ashe (Poland).

*Cherokee Farm*²⁶

Cherokee Farm is the innovation campus of the University of Tennessee, positioning the university and the state as one of the world’s most competitive areas for collaborative research. Drawing on established leadership in neutron research, materials science, computational science, and energy independence and sustainability, Cherokee Farm is a living laboratory where private and public research partners – including ORNL – work together to bring their resources to bear on the world’s toughest challenges. Cherokee Farm is conveniently located on the south side of Fort Loudon Lake across from the Knoxville campus and adjacent to the UT Medical Center [teaching hospital operated by the independent, not-for-profit University Health System, Inc. (organized in 1999) and satellite location for the UT Graduate School of Medicine, a function of UT] and is the site of the former research dairy operation.

Supporting Documents: Cherokee Farm Master Plan, CherokeeFarm_Master_Plan.pdf

UT received \$32 million for infrastructure funding from the state in 2007. The first building planned for the campus, the Joint Institute for Advanced Materials, will be built with \$20 million in federal funds and \$10 million in state funds that were approved specifically for the project. The rest of the campus will be built out using a combination of public and private funds.

Other Facilities

UTIA research and education centers also play a role in the University’s research efforts. Extension activities served by the UTIA extension offices provide programming across the state, as do the 4-H Centers. Brehm Animal Sciences and McLeod Building (Food Science) are undergoing a \$26 million renovation to bring the facilities up to contemporary standards for animal and food research.

Memphis is quickly emerging as a nationally recognized biotech research center, and UTHSC is quite literally at its nucleus as the research hub. Adjacent to the Memphis campus is the UT-Baptist Research Park. A new 190,000-square-foot College of Pharmacy building and a state-of-the-

²⁶ Additional information is available at the Cherokee Farm web page of the UT web site, <http://www.tennessee.edu/system/cherokee/>, accessed December 2, 2010.

art Regional Biocontainment Laboratory anchor the park. UTHSC also completed the new Cancer Research Building, which opened in spring 2007.

University conference center facilities provide support for outreach programs at UT. This facility is across the street in downtown Knoxville from the state-of-the-art Knoxville Convention Center allowing UT to host regional, national, and international conferences.

Libraries and Other Special Facilities

Among the primary assets are the University's general and specialty library collections across Tennessee, with 3.3 million volumes total, according to the most recent Association of Research Libraries (ARL) report.

UT's collections include the John C. Hodges Library in Knoxville, a six-story, 350,000 square-foot building, with branch libraries: Webster Pendergrass Agriculture-Veterinary Medicine Library, on the west end of the Knoxville campus; the Joel A. Katz Law Library, the largest public law library in Tennessee with nearly half a million volumes is located in Knoxville; the Preston Medical Library; the George F. Devine Music Library located in the Humanities and Social Sciences Building; the Social Work Library in Nashville; the Space Institute Library Resources; and the Preston Medical Library and Learning Resource Center at the Graduate School of Medicine, UT Medical Center in Knoxville.

The Health Sciences Library and Biocommunications Center of the UTHSC supports the instructional and research programs with 187,000 volumes, journals, audiovisuals, CD-ROM and online databases, and multimedia.

Also the University maintains such resources as the McClung Museum, the Ewing Gallery of Art and Architecture, and special collections such as the map library in Knoxville. The special collections with University archives in Knoxville houses materials that serve collections such as the Baker Center for Public Policy.

Maintenance and Services

UTK Facilities Services Department is responsible for the basic operations and continuous maintenance of the physical facilities in Knoxville (UTK and UTIA). This includes building operation and maintenance and grounds management. Any project that alters the facilities or grounds must be performed by Facilities Services personnel or approved by the appropriate Facilities Services officer. Facilities Services

Supporting Documents:
ARL-ALL-FY09-10input.pdf and
ARLFootnotes_FY09-10.pdf
Reports from FY 07-08 and 08-09 are
also included

Supporting Document:
UTK-Facilities-Services-Services-Guide-
v102005.pdf

Department also has oversight for day-to-day maintenance of the UTK Men’s and Women’s Athletics Departments extensive facilities including

- Neyland Stadium (football),
- Thompson-Boling Arena (basketball, volleyball),
- Pratt Pavilion (basketball practice facility),
- Lindsey Nelson Stadium (men’s baseball),
- Allan Jones Aquatic Center,
- Intercollegiate Golf Complex,
- Goodfriend Tennis Center,
- LaPorte Stadium (track and field),
- Sherri Parker Lee Stadium (softball),
- Regal Soccer Stadium,
- Tennessee Boathouse,
- Thornton Student Life Center, and
- Various other minor support facilities.

Construction and major renovations are funded through the Athletic Departments budgets, which are fully self-funded.

At the UTHSC, Instructional Facilities and Support Services, operated by the Education Center, provides the services required to support teaching in the General Education, Crowe, Coleman, Link and Boling Center for Developmental Disabilities Buildings. At the UTSI the Campus Safety and Health Office is responsible for ensuring safety and health in support of the institution’s educational programs and mission-oriented activities.

Classroom Support

All students in the Knoxville area pay a facilities fee²⁷ and a technology fee²⁸. The Classroom Upgrades Committee was formed in fall semester 2000 after the adoption of the facilities and technology fees. The original committee was formed “...to create and implement a plan for classroom renovation given the opportunity proved by this annual revenue source to improve instructional conditions on the UTK

Support Document:

Classroom Upgrade Subcommittee
Report FY2010 v2.pdf
List of renovated classrooms as
prepared by the Classroom
Upgrades Committee, see Year 1
to 10 report v2.pdf

²⁷ The Facilities Fee is a mandatory fee assessed to all students enrolled in credit and audit courses. The fee will be used to provide students with upgraded classroom facilities, expand information technology into the classroom, and fund campus infrastructure improvements. These revenues will be targeted to assist in funding a backlog of campus and classroom projects that will enhance the University’s facilities. Beginning Fall 2009 the fee is \$35 per semester for full-time, in-state students and \$185 per semester for full-time, out-of-state students. The fee will be pro-rated for part-time students. From Office of the Bursar’s web site, <http://web.utk.edu/~bursar/volxfees.html#facility>, accessed on November 19, 2010.

²⁸ Each semester a \$12.00 per credit hour (\$100.00 maximum) **Technology Fee** is assessed to every student. Revenues will provide improved technical resources and services and will be administered by the Office of Information Technology (OIT). Questions may be addressed to the Web Site <http://web.utk.edu/~techfee>. E-mail may be sent to techfee@utk.edu. From the Office of the Bursar’s web site, <http://web.utk.edu/~bursar/volxfees.html#technology>, accessed on November 19, 2010.

campus.”²⁹ Over the first 10 years of the program, \$9.87 million has been allocated to classroom renovations with \$8.37 million in student fees and \$1.5 million in Federal Stimulus Funds in FY 2010.³⁰

In 2009, the Classroom Upgrades Committee began to focus on two issues:

“It is fair to say that the instructional landscape at universities has diversified from the lecturing to approaches for learning that involve greater participation by the students in the construction of their knowledge and skills plus places a greater emphasis on students learning through team-based work. At the same time, distance-learning technologies are becoming cheaper and more powerful, which leads some if not many to question the need for campus-based learning environments given their expense. Every large lecture-based class taught at UTK is essentially an argument in favor of this point, particularly as lectures through the Internet are becoming rich with digital interactive tools. A key answer to this concern about the relevance of campus-based learning is the socialization and enlightenment that occurs through students interacting in person in classrooms with each other and with various teachers. To that end, it is important for UTK to build from its strong base of renovated classrooms by essentially diversifying its portfolio of these spaces to include places with student engagement during class is a key element of the instructional process. Consequently, the Classroom Upgrade Subcommittee began developing concepts ... for classrooms that favor student learning through engagement rather than passive or near passive participation in lecture classes. The Subcommittee has focused on two issues:

- 1) Developing new options for classroom renovation related to optimal classroom geometries, classroom furnishing and lighting, and instructional technology.
- 2) Developing new options for classroom renovation to support the diversification of learning approaches particularly with respect to student engagement.”³¹

A complete list of classroom upgrades since the inception of the facilities and technology fees is included in Year 1 to 10 report v2.pdf.

The University emphasizes maintenance as well as improvements to keep statewide physical facilities adequate for serving educational programs, support services and mission-related activities.

²⁹ Dunne, W.M. Report to Mr. Jeff Maples dated June 28, 2010, page 5. See Classroom Upgrade Subcommittee Report FY2010 v2.pdf

³⁰ Dunne, W.M. Report to Mr. Jeff Maples dated June 28, 2010, page 7. See Classroom Upgrade Subcommittee Report FY2010 v2.pdf

³¹ Dunne, W.M. Report to Mr. Jeff Maples dated June 28, 2010, page 3. See Classroom Upgrade Subcommittee Report FY2010 v2.pdf

Ayres Hall (right), the iconic building of the Knoxville campus and home to the College of Arts and Sciences Office of the Dean, Advising Center, and the Mathematics Department, reopened in time for the spring 2011 semester after a \$23 million renovation that restored it to its original grandeur. Communal study areas, lined with original chalk boards, provide space for students and faculty to collaborate, and has state-of-the-art classrooms. The university also installed technology and green building features hoping to earn a silver LEED certification.

Capital Projects

There are currently \$1.2 billion of approved construction projects at various stages. These various projects are new construction through major renovations and mechanical/utility systems improvements and are in various stages from “On Hold” (waiting for site preparation or other projects to conclude) or design phase through nearing completion. Table 3 (page 60) provides a sampling of current construction projects and gives a sense of the scheduled ongoing activities.



Support Document:

UT-Construction-Projects-011311.pdf
Capital Outlay Maintenance Priorities
FY 09-14 10-01-08.pdf
FY 2010-2011 Capital Outlay and
Maintenance.pdf
FY 2011-2012 Capital Outlay and
Maintenance.pdf
FY 2010-2011 Revenue Projects.pdf
FY 2011-2012 Revenue Projects.pdf
Proposed Revenue Funded Projects
FY09-10 10-07-08.pdf

The Capital Projects Budget Request discusses two types of projects for which the University asks the state to provide funding: capital outlay (major renovations or new construction) and capital maintenance (major maintenance). A third capital project request is approval to proceed with institutionally funded projects. Capital Outlay Priorities for the next three budget cycles are given in Table 4, page 60.

Table 3 Abbreviated list of current construction projects at the University of Tennessee (Source: Facilities Planning, Office of the Chief Financial Officer).

Description	Location	Status	Project Cost (x \$million)	Comments
Joint Institute in Advanced Materials	Knoxville	Construction documents	\$30	New facility, joint with ORNL
Cherokee Farm Infrastructure	Knoxville	Partial completion	\$32	New facilities
Joint Institute in Neutron Sciences	Knoxville	Substantially complete	\$10.6	New facility, Joint with ORNL
Research Building	Memphis	Design phase	\$49	New facility
College of Pharmacy building	Memphis	Substantially complete	\$59.1	New facility
Regional Biocontainment Lab	Memphis	Completed	\$28.4	New facility
Veterinary Medicine Hospital	Knoxville	Construction documents	\$20.9	Expansion and renovation
Brehm/McLeod Halls	Knoxville	Partial completion	\$24.9	Major renovation, Institute of Agriculture
Estabrook Hall	Knoxville	Construction documents	\$24.7	Major renovation, College of Engineering
Ayres Hall	Knoxville	Completed	\$23	Major renovation, College of Arts & Sciences
Electrical and Computer Engineering Building	Knoxville	Substantially complete	\$40	New facility, College of Engineering, partial funding from gift
Music Center	Knoxville	Early construction	\$40	New facility, College of Arts & Sciences, partial funding from gift

Table 4 List of capital outlay priorities for fiscal years 2011-2012, 2012-2013, and 2013-2014 (Source: Office of the Treasurer).

Location	Priority Projects	FY 11-12	FY 12-13	FY 13-14
Knoxville	Strong Hall Addition & Renovation	\$52,500,000		
Knoxville	Academic Building I (Melrose Site)	\$55,000,000		
Memphis	Humphreys GEB Annex	\$21,100,000		
Knoxville/Memphis	Audiology & Speech Pathology & Psychology Clinic	\$31,000,000		
Knoxville	Jessie Harris Bldg. Addition-Ph. I		\$31,400,000	
Knoxville	Ellington Hall Renovation (Plant Sciences)		\$27,500,000	
Knoxville	Academic Building II (Stokely Site)		\$80,000,000	
Knoxville	Earth & Planetary Sciences Bldg. Renovation.& Addition			\$41,000,000
Tulahoma	Aviation Systems Facility			\$12,900,000
Knoxville	McCord Hall Renovation			\$15,200,000
Memphis	Coleman Building Renovations			\$25,000,000
	TOTAL	\$159,600,000	\$170,400,000	\$ 105,900,000

Federal Requirement 4.1

The institution evaluates success with respect to student achievement including, as appropriate, consideration of course completion, State licensing examination, and job placement rates.

Compliance Non-Compliance

Narrative:

Yes, UT's Performance Funding Reports and Academic Program Reviews indicate compliance.

The Performance Funding Reports³² include reporting on student learning environment and outcomes (Standard 1), student satisfaction (Standard 2), student persistence (Standard 3), state master plan priorities (Standard 4) and assessment outcomes (Standard 5).

THEC Performance Funding Standard 1.2. Student Learning – Major Field Assessment requires evaluation of successful attainment of learner outcomes. THEC accepts national standardized tests or licensure exams, when appropriate. Licensure examination rates are monitored in each appropriate program and reported in various venues such as program reviews.³³ Tennessee Higher Education Commission compiles the licensure pass rate for units (see Table 5, page 62).³⁴ For those academic programs with national licensure examinations, scores are reported as part of the Major Field Assessment program. Other disciplines will use other forms of assessment, often locally developed examinations.

³² See THEC Performance Funding documentation list included in Appendix E

³³ See Major Field Planning and Info Book.pdf for more information on the Major Field Assessment program; see Appendix E

³⁴ Data from The Statutory Data Report, Tennessee Higher Education Commission, February 2009 (p. 14) and February 2010 (p. 14), 2009StatutoryDataReport.pdf and 2010StatutoryDataReport.pdf

Table 5 Licensure scores for public universities: first-time test takers as reported by THEC to the Tennessee legislature (Source: 2009 and 2010 Statutory Data Reports to the Tennessee Legislature).

	2006			2007			2008		
	Passing rate (%)	Passed (no.)	Taken (no.)	Passing rate (%)	Passed (no.)	Taken (no.)	Passing rate (%)	Passed (no.)	Taken (no.)
Dental Hygiene	93	26	28	97	28	29	100	27	27
Dentistry	100	75	75	77	59	77	95	79	83
Engineering	82	58	71	84	142	169	88	190	217
Nursing (BSN)	98	104	106	96	100	104	100	42	42
Law	89	112	126	89	98	110	90	104	116
Medical (Step I)	97	148	153	99	134	136	92	140	153
Medical (Step II)†	95	139	146						
Medical (Step II) Clinical Knowledge †				94	136	144	95	139	146
Medical (Step II) Clinical Skills †				95	138	145	93	146	157
Medical (Step III)	98	114	116	100	112	112	98	118	121
Medical Technology	91	10	11	88	46	52	100	9	9
Pharmacy	93	110	118	98	101	103	98	122	125
Physical Therapy	95	36	38	92	11	12	74	26	35
Veterinary Medicine*	94%	64	68	98	62	63	91	60	66

† Medical (Step II) was separated into clinical knowledge and clinical skills in 2007.

* Veterinary Medicine score includes number of graduates passing the exam at graduation, but does not distinguish first-time test-takers.

Over the past three years, the institution has self-scored 90 ± 2 points out of 100 possible points on the 5 performance standards. Based on the analysis of findings related to student retention and persistence to graduation (Standards 2 and 3), UTK has focused on improving progression to graduation and has taken various steps to support student achievement:

- Conducted a review of the Advising Program using external consultants and implemented findings including creating a university-level position dedicated to coordinating student advising and success initiatives (Assistant Provost for Student Success) and created the Student Success Center (see Advising-Audit-Final-Report2008.pdf).

- Created the Academic Advising Leadership Group composed of the directors of each college advising center and the Assistant Provost in order to facilitate consistent implementation of policies related to advising, provide professional development for advisors, and formalized a chapter of National Academic Advising Association (NACADA).
- Implemented supplemental instruction for large freshmen general education courses such as math, chemistry and biology
- Implemented first year seminars to connect incoming first-year students with tenure-line faculty
- Developed a pre-orientation web site that prepares students for attending new student orientation, walks them through an introduction to the University and the curriculum, and how to obtain assistance once on campus.
- Restructured new student orientation to provide students more time with advisors
- Hired additional professional advising staff in select colleges to improve service to students

With these efforts, we are starting to see an overall improvement in first-to-second year retention rate (Figure 17, page 63). The goal is to raise the retention rate for all students to 90%.

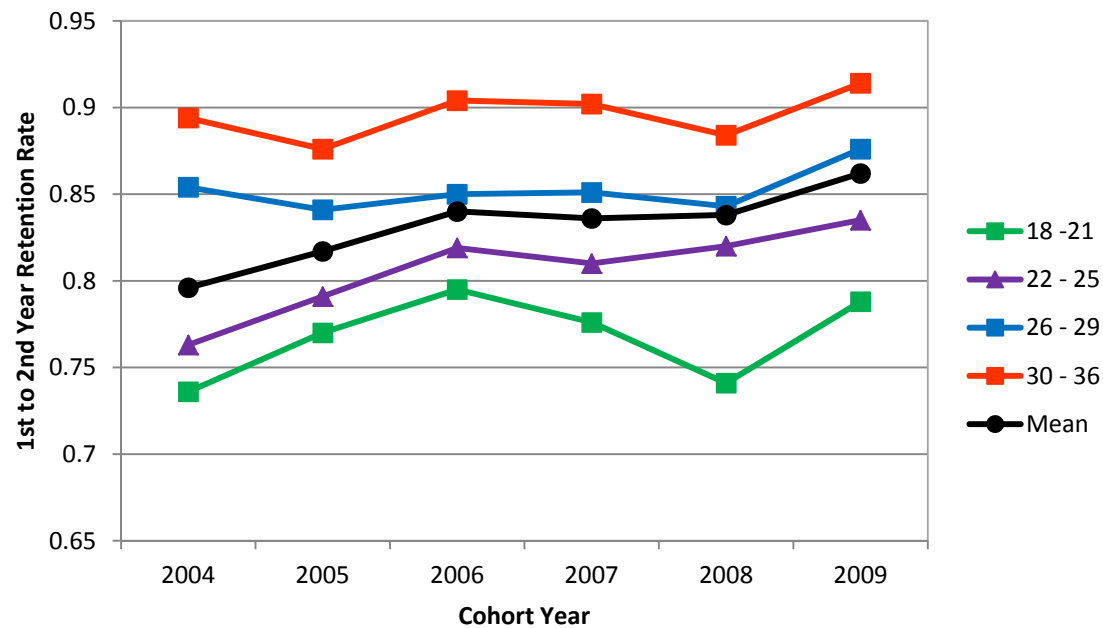


Figure 17 First-to-second year retention rate of freshmen by ACT scores (Source: Office of Institutional Research and Assessment).

The University also uses the Academic Program Reviews (APR), to evaluate student achievement as well as programs. According to the 2007-2008 Academic Program Reviews guide,

“Academic program reviews are designed to improve the quality of the university’s academic offerings, to achieve the best use of available resources, and to foster cooperation among the academic and administrative units. Reviews serve as a means to evaluate quality, productivity, need, and demand within the university, state, and region; to determine effectiveness and consider possible modifications; and to facilitate academic planning and budgeting. They bring to each unit the advantages of assessment from the perspective of peers outside the institution and colleagues from other units within the university.”³⁵

Units are asked to report on various aspects of the academic programs including student profile, learning, engagement, accomplishments, and placement.

Employment is monitored by the UTK Career Services office. The 2008-2009 and 2009-2010 UTK Career Services Annual Report includes job placement information and salary statistics. Data provided by Career Services shows an increase in the number of students registering with Career Services for each of the past five years with a marked increase in the 2009-2010 academic year (Figure 18, page 65).³⁶ The success of graduates in the field is partly measured by the responses to the 2007-2008 UT Employer Survey (satisfied Standard 2 in the THEC Performance Funding Report). Results indicate that those surveyed were *Satisfied* or *Highly Satisfied* with UT students and their preparation. In the 2007 and 2010 alumni survey, the university received over 70% *Excellent* and *Good* marks.

At UTSHC career counseling and tracking of student placement is decentralized due to the differences in career opportunities and the types of placement in the health care disciplines; thus students seek advice and assistance within their colleges

Supporting documents;
UTHSC reports: resArch2007.pdf, resArch2008.pdf, and resArch2009.pdf
UTK reports: Annual Report 2008-2009.pdf and Annual Report 2009-2010.pdf
2007-08 Employer Survey tables.pdf
2007 University of Tennessee Survey of Alumni.pdf
2010 University of Tennessee Survey of Alumni.pdf

³⁵ Office of the Provost, 2007-2008. Academic Program Reviews, p. 2, UTK-ProgramReviews.pdf, available at <http://provost.utk.edu/programreviews/>

³⁶ Career Services, 2010, Career Services Annual Report for the 2009-2010 academic year, p. 20, Annual Report 2009-2010.pdf

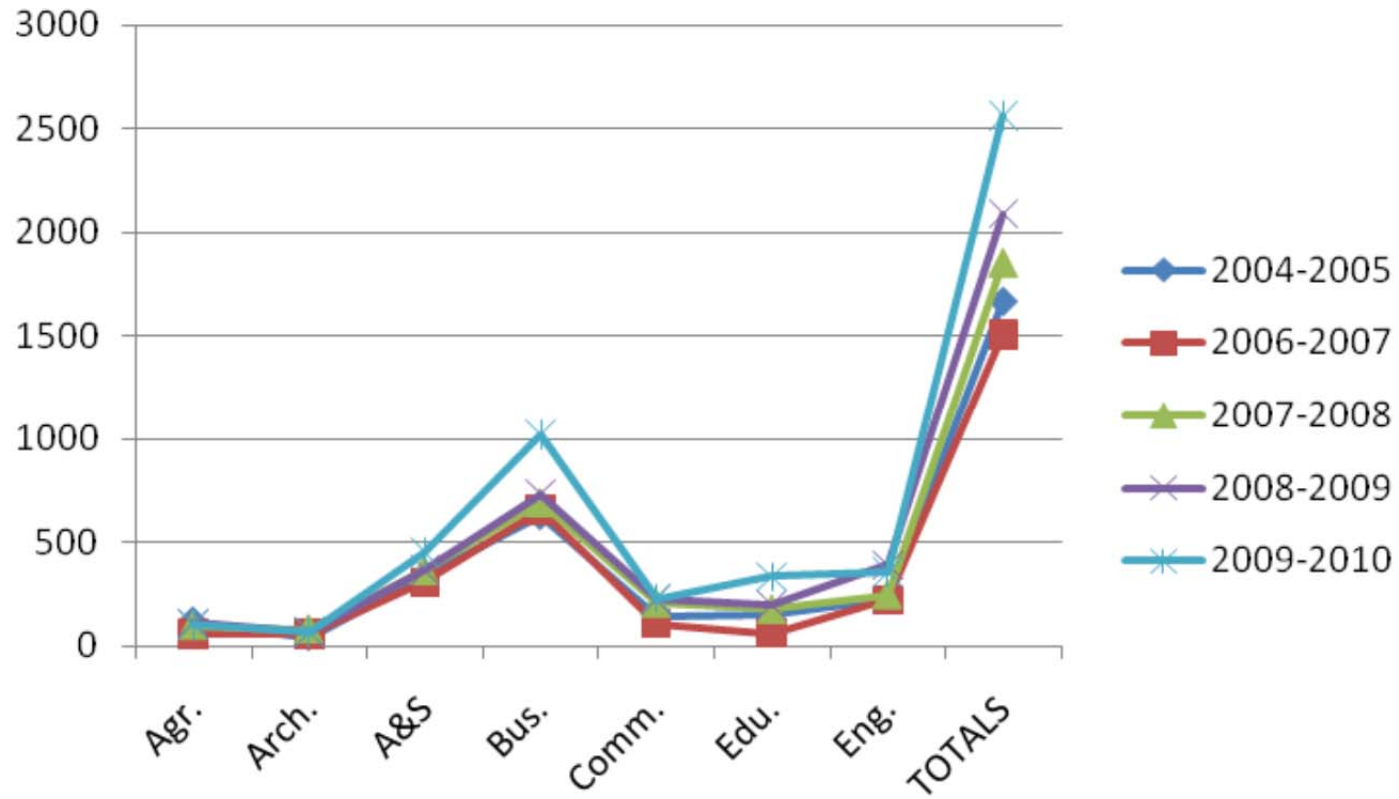


Figure 18 Number of students registered, by college, with Career Services, over the past 5 academic years (Source: Career Services).

Federal Requirement 4.2

The institution's curriculum is directly related and appropriate to the purpose and goals of the institution and the diplomas, certificates, or degrees awarded.

Compliance Non-Compliance

Narrative:

Yes, UT's catalogs, academic program inventories and NSSE student, alumni and employer surveys offer evidence of compliance.

As the state's flagship comprehensive research institution, UT aims to advance the community of learning by engaging in scientific and humanistic scholarship, and improve human and animal medicine and health. The THEC Academic Program Inventory lists the departments, majors and sub-majors, and degrees offered by the University (see Appendix A, page 90). THEC maintains regular review of the University as a whole through the Performance Funding system and review of the viability of individual programs through regular analysis of degrees awarded (e.g., sufficient average number of graduates over a five-year period).

Academic programs at UTK and UTHSC provide a wide range of educational options appropriate to the mission and identity as a comprehensive research university. The UTSI is a graduate-level education and research unit of UT with programs in aviation systems, various engineering programs, and physics. The list of undergraduate majors available in Knoxville ranges from accounting to wildlife and fisheries science.

The Knoxville campus undergraduate and graduate catalogs outline the courses of instruction.³⁷ Each of the six colleges at UTHSC outlines the requirements for its individual curriculum as described in the UTHSC Catalog.

The University uses various tools to gain feedback on the relevance and appropriateness of the curriculum:

- the National Survey of Student Engagement (NSSE)
- Individual unit surveys of graduates and employers

Supporting documents;

2010-2011 UTHSC-Catalog.pdf

2010-2011 UTK-Graduate-Catalog.pdf

2010-2011 UTK-UG-Catalog.pdf

³⁷ UTSI and UTIA academic programs are part of the UTK inventory and are found in the UTK Undergraduate and/or Graduate Catalogs.

- University surveys of alumni and employers
- The California Critical Thinking Skills Test (CCTST)
- THEC Major Field Assessment

Based on the NSSE results, feedback from academic program reviews, and considering the improving profile of the incoming first-time freshmen, the University established the Tennessee Teaching and Learning Center (TLC). The mission of the TLC

*“is to work with faculty to **enhance** professional teaching skills and knowledge, and support the application of effective learning strategies in student-oriented environments. Through this process, students are given means to **engage actively** in the pursuit of learning at deeper levels of process, application, interpretation, critical evaluation, and creative thought.”³⁸*

General education is an integral part of all undergraduate majors. As part of THEC Performance Funding, OIRA used the CCTST as a means of reporting effectiveness of general education. The revised general education curriculum was implemented in the 2004-2005 academic year and CCTST is administered during the senior year. The mean and trimmed mean³⁹ show a trend towards improvement; however, the median remains relatively constant (Table 6, page 68).

Supporting documents:

CCTST summary documents:

cctst_summary_0506.pdf; cctst_summary_0607.pdf;
 cctst_summary_0708.pdf; cctst_summary_0809.pdf,
 cctst_summary_0910.pdf

GenEdTaskforceCharge.pdf

³⁸ Mission statement is stated on the Tennessee Teaching and Learning Center website, About Us page, http://tenntlc.utk.edu/about_us.html, accessed February 3, 2011.

³⁹ The Trimmed Mean is used to remove the effect of unusually high or low scores. The data is sorted from highest to lowest scores, and then 5% of the data is trimmed off the top and bottom of the sample range.

Table 6 Means, median, and trimmed mean scores for the California Critical Thinking Skills Test as reported to THEC as a measure of general education effectiveness (Source: Office of Institutional Research and Assessment).

Academic year	Students (no.)	Mean score	Median	Trimmed Mean	Standard Dev	Standard Error	Range	Q1	Q3
2009-2010	1502	20.19	20.00	20.25	4.96	0.13	0 - 32	17	24
2008-2009	1200	19.47	19.49	19.00	4.87	0.14	3 - 33	16	23
2007-2008	1133	19.91	20.00	19.97	5.02	0.15	0 - 34	17	23
2006-2007	1126	19.46	20.00	19.52	4.92	0.15	0 - 32	16	23
2005-2006	1115	18.73	19.00	18.77	4.90	0.15	4 - 32	15	22

A faculty committee⁴⁰ was appointed by the Office of the Provost to review the current general education curriculum, specifically with the following charge:

- Review best practices in general education and apply them in ways that are consistent with the vision and mission of the University of Tennessee, Knoxville.
- Identify ways to better integrate core values of UTK (see VOL Vision document) –into the general education experience.
- Develop clear outcome expectations for general education.
- Revise the general education requirements.
- Develop mechanisms for assessing the outcomes of general education.

A final report for consideration by the Undergraduate Council is due early in the fall semester 2011.

As part of performance funding process, UT reports performance funding scores for accredited programs, performance funding scores for major field testing, performance funding scores for undergraduate program review and performance funding scores for graduate program review.

⁴⁰ Dr. Dixie Thompson, committee chair, past chair of the Undergraduate Council, professor and head of the Department of Kinesiology, Recreation and Sport Studies; Dr. Chuck Collins, past chair of the Undergraduate Council, professor and head Department of Mathematics; Dr John Haas, associate professor and director of the School of Communication Studies; Dr. R.J. Hinde, professor of chemistry and associate dean for academic programs, College of Arts and Sciences; and Ms. Missy Parker, director of Advising Services, College of Arts and Sciences. See GenEdTaskForceCharge.pdf for more information.

Federal Requirement 4.3

The institution makes available to students and the public current academic calendars, grading policies, and refund policies.

Compliance Non-Compliance

Narrative:

Yes, UT's undergraduate and graduate catalogs, admissions web sites, and Office of the Registrar web site, along with the UTHSC colleges' web sites and the UTSI Student Handbook show compliance.

The UT academic calendars are found on the Office of the Registrar's web site (Figure 19, page 70) and in the UTK undergraduate and graduate catalogs (for academic programs based in Knoxville and Tullahoma). All calendars are also easily accessed on the web from the Current Student tab. Admissions web sites and the catalogs provide the deadlines related to application to study at the university.

The UTHSC calendar is found in CenterScope, (select academic calendar) the student handbook. While sharing a common graduation date, the colleges at UTHSC have different starting dates for their academic year. Therefore, they all have individual calendars:

- College of Allied Health – uses UTHSC master calendar – UTHSC-Academic-Calendar.pdf
- College o Dentistry – UTHSC-Dentistry-calendar.pdf
- College of Graduate Health Sciences – UTHSC-CGHS Calendar10-11.pdf
- College of Medicine – UTHSC-COM-calendar.pdf
- College of Nursing – UTHSC-Nursing-2010-2011-calendar.pdf
- College of Pharmacy – uses UTHSC master calendar – UTHSC-Academic-Calendar.pdf and separate calendars for first year and second year students – UTHSC-Pharmacy-P1-Spring-2011.pdf and UTHSC-Pharmacy-P2-Spring-2011.pdf

Examination and financial schedules are also posted to the Office of the Registrar web site (see link in Figure 19, page 70).

Catalogs:

2010-2011 UTHSC-Catalog.pdf
UTHSC-FinalCenterscope2010.pdf
2010-2011 UTK-Graduate-Catalog.pdf
2010-2011 UTK-UG-Catalog.pdf

Calendars:

UTHSC-Academic-Calendar.pdf and various college calendars
UTK-AcadCal-10-11.pdf and UTK-AcadCal-11-12.pdf
UTK-10_fall_examsschedule.pdf
UTK-11_spring_examsschedule.pdf
UTK-10_fall_finan_cal.pdf
UTK-11_spring_finan_cal.pdf
UTSI-courses_fall10.pdf
UTSI-courses_spring11.pdf

UT's grading policies can be found in the undergraduate and graduate catalogs (for Knoxville and Tullahoma students). UTHSC's catalog reports the grading system used by the different colleges.

The Bursar's Office web site (Figure 21, pages 72) provides the public information relating to charges and fees, confirmation of attendance, direct deposit, discounts and waivers, drop/withdrawal procedures, forms, fee payment procedures, financial obligation, important dates, payment methods, refunds and repayment, special billings, tax information, tuition, tuition prepayment plan. UTSI includes their refund policy in their semester by semester registration information (see UTSI-courses_spring11.pdf, page 9). UTHSC Bursar's office provides refund information on their web page (<http://uthsc.edu/finance/bursar/>, see UTHSC-refundsrepay_2010-2011.pdf).

UT's fee refund policies can be found in the UTK undergraduate and graduate catalogs; UTHSC's catalog also provides information about fees and refund policies.

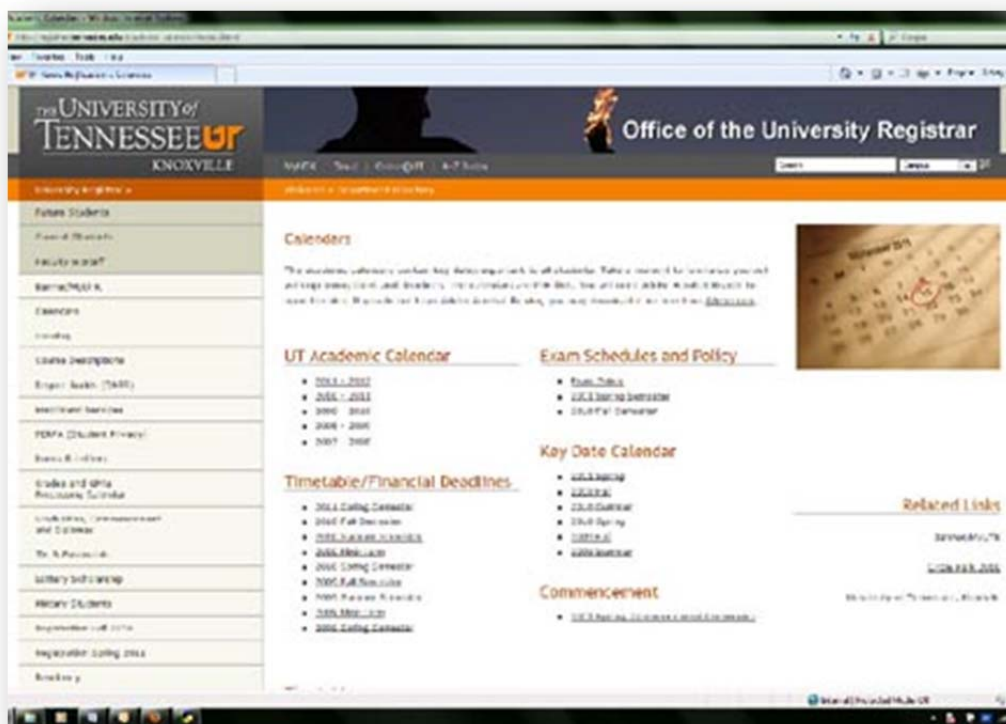


Figure 19 Knoxville Office of the Registrar web page showing the links to various calendars (http://registrar.tennessee.edu/academic_calendar/index.shtml); see UTK Academic Calendar.mht for full page.

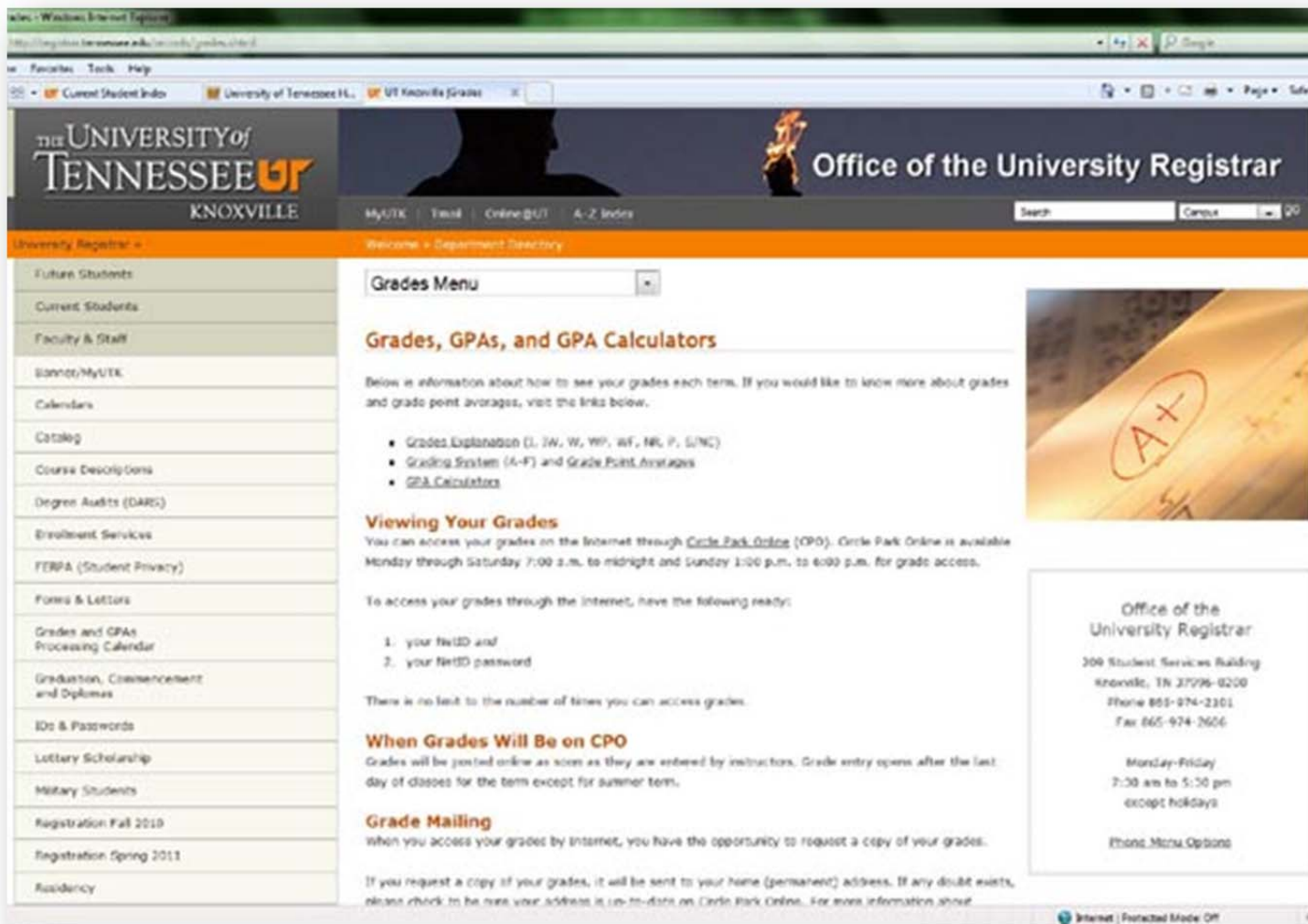


Figure 20 Knoxville Office of the Registrar web page for information about grades (<http://registrar.tennessee.edu/records/grades.shtml>, see UTK Grades.mht for full page); grade explanation and grading system is also given in the undergraduate and graduate catalogs.

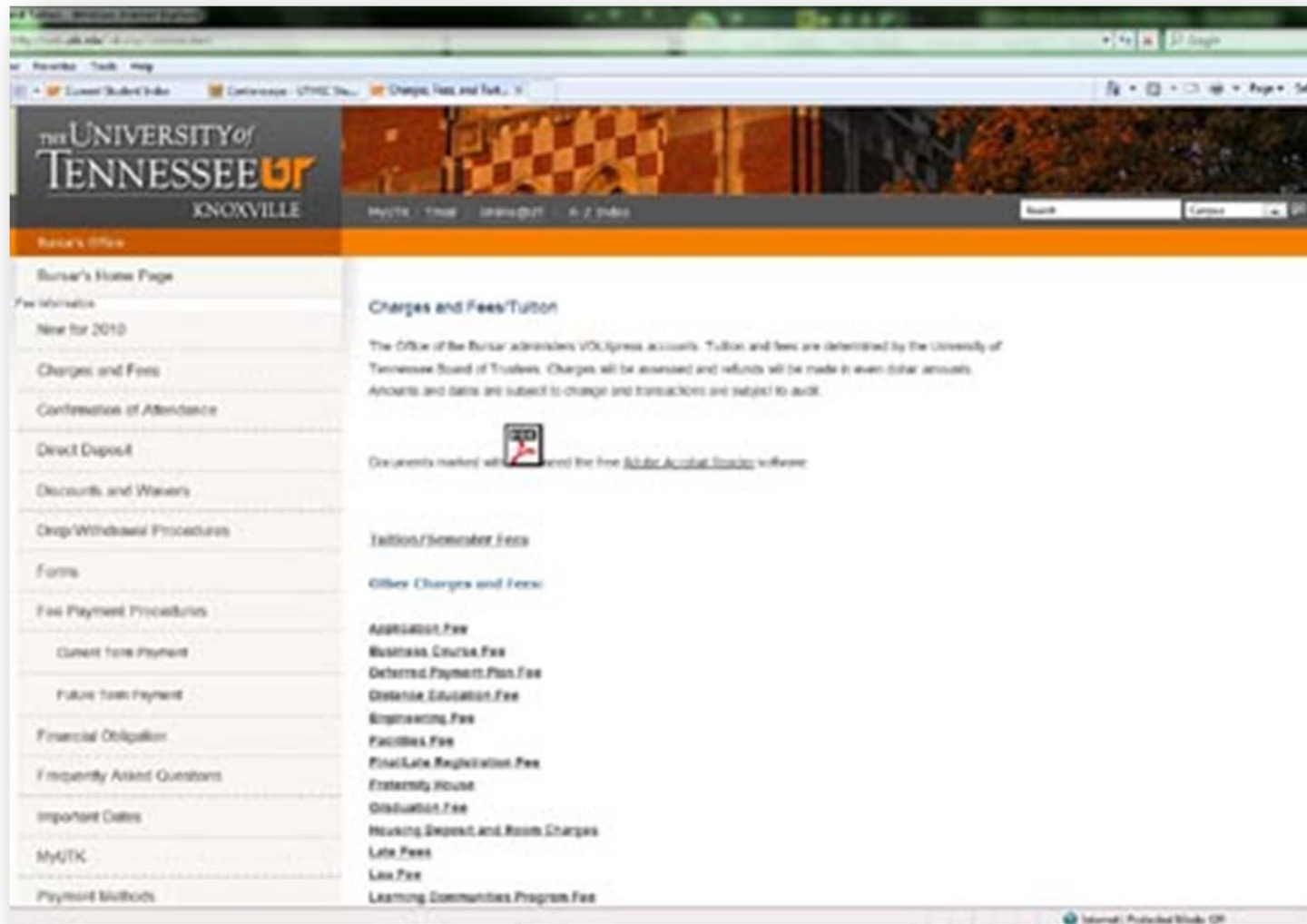


Figure 21 UTK Bursar's Office web page providing detailed information regarding charges and fees (<http://web.utk.edu/~bursar/volxfees.html>); see Charges, Fees, and Tuition.mht for full web page.

Federal Requirement 4.4

Program length is appropriate for each of the institution's educational programs.

Compliance Non-Compliance

Narrative:

Yes, UT's catalogs, list of degrees and program lengths, and admissions web sites show compliance.

The list of undergraduate, graduate and professional degrees is given in Appendix A (page 90). The undergraduate catalog provides "showcases" for each undergraduate major and submajor (concentration). Bachelor degrees range from 120 credit hours for most majors to 128 for engineering majors and 168 credit hours for architecture. The vast majority of baccalaureate programs are 4-year programs except for architecture and engineering with coop; these are 5-year programs. Engineering also offers 5-year BS-MS programs for the exceptional student. All undergraduate majors include the university general education program of 14 courses (from 39 to 44 credit hours depending upon credit hours associated with specific courses).

At the graduate level individual programs vary considerably in the number of required hours. However, the minimum is explicitly stated in the graduate catalog as 30 or more graduate hours for master's degrees, 60 hours beyond the bachelor's degree for the Specialist in Education degree and 24 or more graduate coursework hours beyond the master's or 48 graduate coursework hours beyond the bachelor's for doctoral degrees. All graduate programs meet this requirement. The Graduate Council adheres to this policy in the approval of new or revised programs.⁴¹

Graduate and professional program lengths vary at the UTHSC as appropriate for subject covered. Degree requirements are fully explained in the catalog.⁴² They include:

- College of Allied Health, where educational programs are relatively brief – one to four years – and intense. Students are required to attend all planned learning experiences including lectures, laboratories, clinical assignments, and externships.

⁴¹ Requirements for the Master's, Specialist in Education and Doctoral degrees are covered on pages 26 through 31 of the 2010-2011 Graduate Catalog, see 2010-2011 UTK-Graduate-Catalog.pdf. This catalog is for all degree programs offered in Knoxville (UTK and UTIA) and Tullahoma (UTSI).

⁴² See 2010-2011 UTHSC-Catalog.pdf, page 41 for College of Allied Health Sciences, page 159 for College of Dentistry, page 243 for College of Graduate Health Sciences, page 323 College of Medicine, page 369 for College of Nursing, and page 428 for College of Pharmacy.

- College of Dentistry has a four-year academic program to prepare dental professionals for practice.
- College of Graduate Health Sciences, where students generally complete at least 30 credit hours under the master's degree thesis option and 33 hours under the non-thesis option. Students earning a doctorate generally complete at least 90 hours of coursework beyond the bachelor's degree and 57 beyond the master's.
- College of Medicine, which offers a 152-week program leading to the Doctor of Medicine degree. The program is designed so that the average student can complete it in four calendar years.
- College of Nursing, which provides a 3-year Doctor of Nursing Practice program to prepare post-BSN graduates and a 2-year post-master's for advance practice. The college also offers a doctorate program, which emphasizes the critical evaluation of existing knowledge through research preceptorships backed by rigorous coursework, and a master's program requiring at least three semesters of full-time study. The minimum credit hour requirement for the latter depends on the clinical course of study.
- College of Pharmacy, with a Doctor of Pharmacy degree program covering eight semesters over four academic years. Programs leading to master's degrees and doctorates are available to qualified graduates of the College of Pharmacy and other colleges and universities. Students may major in medicinal chemistry, pharmaceuticals, pharmacoeconomics, health policy, and health systems management within the framework of the College of Graduate Health Sciences. Each program is flexible and may be varied to accomplish a student's objectives.

In approving all programs, the THEC has assessed appropriate length for particular degrees (see Appendix A, page 90). In addition, program review teams and specialized accrediting teams for the UTHSC and the UTK campus normally address the issue of appropriate length (breadth and depth of the curriculum) in assessment of program strengths and weaknesses.

Federal Requirement 4.5

The institution has adequate procedures for addressing written student complaints and is responsible for demonstrating that it follows those procedures when resolving student complaints.

Compliance Non-Compliance

Narrative:

Yes, UT's student handbooks, web sites and complaints resolution processes demonstrate compliance.

Process to handle undergraduate student complaints related to academic coursework is detailed in Hilltopics, the student handbook.⁴³ Grade and related course appeals begin with the course instructor. If resolution cannot be reached, appeals then go to the department head, followed by college dean, and ultimately to the Undergraduate Council through the Assistant Provost for Student Success. The SSC web site explains,

“Our office works with the Undergraduate Council to assist in the administration of the Appeals Committee. The Appeals Committee serves as a standing subcommittee of the Undergraduate Council and reviews appeals for academic dismissals and grade appeals that have gone through the college Dean’s office and late drop appeals for individual courses. Additionally, the Appeals Committee assists students with academic problem resolution.”

Appeals process for graduate students is under the auspices of the Graduate School and is explained in the Graduate Council Appeal Procedure located online and in the Graduate Catalog.⁴⁴ Students follow much the same route with complaints. After going through the program and departmental level, if further resolution is needed, the student may appeal to the college dean’s office, and then onto the Graduate Council through the office of the Assistant Dean of the Graduate School.

Violations of academic standards of conduct (academic honesty), for both undergraduate and graduate students, and violations related to the Standards of Conduct are handled by the Office of Student

Student Handbooks:

UTK-Hilltopics-10-11.pdf
UTHSC-FinalCenterscope2010.pdf

Special Documents:

UTK-GradStudent-
appealprocedure.pdf
UTK-GradAsstHandbook.pdf

⁴³ Hilltopics, 2010, Undergraduate Grade Appeal Process, pages 42-44 in the print edition, (pages 43-44 in UTK-Hilltopics-10-11.pdf).

⁴⁴ Graduate Council Appeal Procedure, <http://gradschool.utk.edu/GraduateCouncil/AcadPoli/appealprocedure.pdf> (accessed February 11, 2011) located on the Graduate School web site’s Publications page; 2010-2011 Graduate Catalog, page 25 (2010-2011 UTK-Graduate-Catalog.pdf).

Judicial Affairs.⁴⁵ Grievances related to race, gender, religion, national origin, age or handicap, are handled by OED.⁴⁶

Similarly, at the UTHSC, students appeal grades first to the course director, then the program chair; and then, they appeal in writing to the dean, who may appoint an ad hoc faculty committee. The group reviews the issue and makes a recommendation to the dean for decision, according to the College of Graduate Health Sciences bylaws. Each of the other UTHSC colleges has similar process in place.

CenterScope (the handbook for the UTHSC undergraduate, graduate and professional students), and Hilltopics (the handbook for UTK, UTIA, and UTSI undergraduate, graduate and professional students) discuss the role of the Student Affairs. On the Memphis campus, student affairs is under the auspices of the Office of the Vice Chancellor for Academic, Faculty and Student Affairs. On the Knoxville campus, it is the Office of the Vice Chancellor for Student Affairs, which includes Career Services; Office of the Dean of Students (Disability Services; Fraternity Affairs; Panhellenic Affairs; RecSports; Student Activities; Student Judicial Affairs; Student Orientation and Leadership Development; and Student Publications); University Center; Minority Student Affairs; Parents Association; Counseling Center; Student Health Service; Safety, Environment and Education Center; and University Housing

“The personnel of these offices are available to provide the student with assistance, in the areas of university procedure, personal matters, campus activities, or specific services.”⁴⁷

At the UTHSC, the Office of Academic, Faculty and Student Affairs oversees the judicial system.⁴⁸ At UTK, the Office of the Dean of Students coordinates Judicial Affairs, both of which handle student complaints.

“Students, faculty and staff members with concerns or questions regarding the student judicial process should contact the Office for advice and assistance.”⁴⁹

The University’s judicial affairs offices resolve a wide variety of complaints following procedures outlined in the student handbooks. Student complaints on specific issue are referred to the appropriate office, including

- The Office of Student Affairs (UTK and UTHSC)

⁴⁵ Hilltopics, 2010, Standards of Conduct, pages 11-23 in the print edition (pages 12-24 in UTK-Hilltopics-10-11.pdf)

⁴⁶ Hilltopics, 2010, Non-Discrimination (EEO/Title IX/Section 504 Statement/ADA), pages 29-30 in the print edition (pages 30-31 in UTK-Hilltopics-10-11.pdf)

⁴⁷ Hilltopics, 2010, Student Support Services and Programs, page 47 in the print edition (page 48 in UTK-Hilltopics-10-11.pdf)

⁴⁸ CenterScope, 2010, Student Judicial System, page 64 in the print edition (page 64 in UTHSC-FinalCenterscope2010.pdf)

⁴⁹ Hilltopics, 2010, Office of Student Judicial Affairs, print page 51 (page 52 in UTK-Hilltopics-10-11.pdf)

- Office of Equity and Diversity (OED; <http://oed.utk.edu/complaints/>)
- Environmental Health and Safety at UTK [handles concerns related to safety (i.e., fire, laboratory, workplace) and hazards (i.e., chemical, radiological, biological); <http://web.utk.edu/~ehss/reporting%20safety%20concerns%20&%20hazards/rsch.html>]
- Office of Safety Affairs at UTHSC (handles concerns related to chemical and radiological hazards, emergency plans, and issues related to homeland security; <http://www.uthsc.edu/safety/>)
- Student Success Center at UTK (handles appeals for dismissal, grades, readmission, and retroactive course withdrawal; <http://studentsuccess.utk.edu/crisis/>)

Examples of written appeals made by students are provided and demonstrate that processes are followed. Appeals included are for dismissal, grade appeal, readmission, and retroactive course withdrawal.

The Office of Equity and Diversity⁵⁰ (OED) handles complaints by students, faculty and staff relating to

- discrimination against employees, students, or applicants for employment or admission, on the basis of race, color, religion, sex (including sexual harassment, sexual orientation, gender identity, marital status, parental status), national origin, age, disability, or protected veteran status;
- discrimination against other participants in educational programs and activities (which includes certain individuals who are not employees, students, or applicants for employment or admission) on the basis of race, color, national origin, sex, or disability; and
- retaliation against any person who in good faith reports a practice that he/she believes violates non-discrimination policies.

Critical Response Subcommittee

The Critical Response Subcommittee of the Council for Diversity and Interculturalism (CDI) monitors implementation of the University’s response to bias incident reports. The subcommittee members include the Vice Chancellor for Communications, the Human Resources Representative on the CDI, the Director of OED, the Chief of the UT Police Department, the Dean of Students, the Chair of the Commission for Women, the Chair of the Commission for LGBT People, the Chair of the Commission for Blacks, and a student representative.

<p>Appeals Documentation:</p> <p>Dismissal Appeal Deny.pdf Dismissal Appeal Grant.pdf DismissalApplicationForm-07-2010.pdf Grade Appeal Deny.pdf Grade Appeal Grant.pdf Grade Appeal Doc UTSI.pdf Judicial Affairs Forms.pdf Judicial Case.pdf Readmission Appeal Deny.pdf Readmission Appeal Grant.pdf ReadmissionApplicationForm11.pdf RetroactiveCourseWithdrawal Grant.pdf RetroactiveCourseWithdrawalApplicat ionForm-082010.pdf</p>

⁵⁰ For a summary of various complaints, a summary of the investigation and outcomes, see OED-Summary-Complaints.pdf

Bias Response Team

The Bias Response Team is responsible for the determination and implementation of responses to bias incidents and includes appropriate members from the Critical Response Subcommittee: the Executive Director of Human Resources; the Director of OED; the Vice Chancellor for Communication; the Chief of the UT Police Department and the Dean of Students or their designees. The Bias Response Team's responsibilities are as follows:

- 1) Collect verifiable information and engage UTPD in the investigation of the incident;
- 2) Develop a plan of action to address the incident;
- 3) Meet with affected students, faculty, staff or visitors to facilitate services such as counseling, health services, or other services as needed to ensure safety and to give assistance and comfort to the victim(s) or others in the campus community;
- 4) Develop an appropriate plan to initiate communication with the broader community;
- 5) Make appropriate referrals to the Office of Student Judicial Affairs, Office of the Dean of Students, or the Office of Equity and Diversity;
and
- 6) Document bias incidents.

Detailed information about bias and reporting incidents is provided at <http://bias.utk.edu/index.php> (Figure 22, page 79).



Figure 22 Home page for the Stop Bias web site that provides information to students, staff, faculty and visitors, <http://bias.utk.edu/index.php>.

To view Stop Bias pages:

- Stop Bias 1-home.mht
- Stop Bias 2-what-is-bias.mht
- Stop Bias 3-how-to-report.mht
- Stop Bias 4-response.mht

Research Compliance

In Knoxville, the Office of Research provides extensive information to students, faculty, and staff regarding compliance (see <http://research.utk.edu/compliance/>, Figure 23, page 81). Over the past five years, the Office of Research has not had to conduct any hearings for research misconduct related to any of the compliance areas (animal care and use, biosafety, export control, human subjects, radiation safety, and responsible conduct of research). Additionally, the Office of Research web site provides policy and forms needed by researchers to conduct their research in a safe and responsible manner. In Memphis, the UTHSC Office of Research provides similar services for faculty, staff, and students (see http://www.uthsc.edu/research/research_compliance/, Figure 24, page 82). Both offices facilitate conflict resolution of compliance related issues.

Clinical Practices Compliance Office

At Memphis, the Clinical Practices Compliance Office handles all compliance issues related to all applicable laws affecting healthcare billing and privacy in an academic medical practice setting. Their web site provides public access to their programs, policies, and compliance/privacy complaint procedures and form.⁵¹

⁵¹ From <http://www.uthsc.edu/compliance/>, accessed February 7, 2011.



Figure 23 Office of Research compliance web site, <http://research.utk.edu/compliance/>; to view full page, see UTK-Office-of-Research-Compliance.mht.

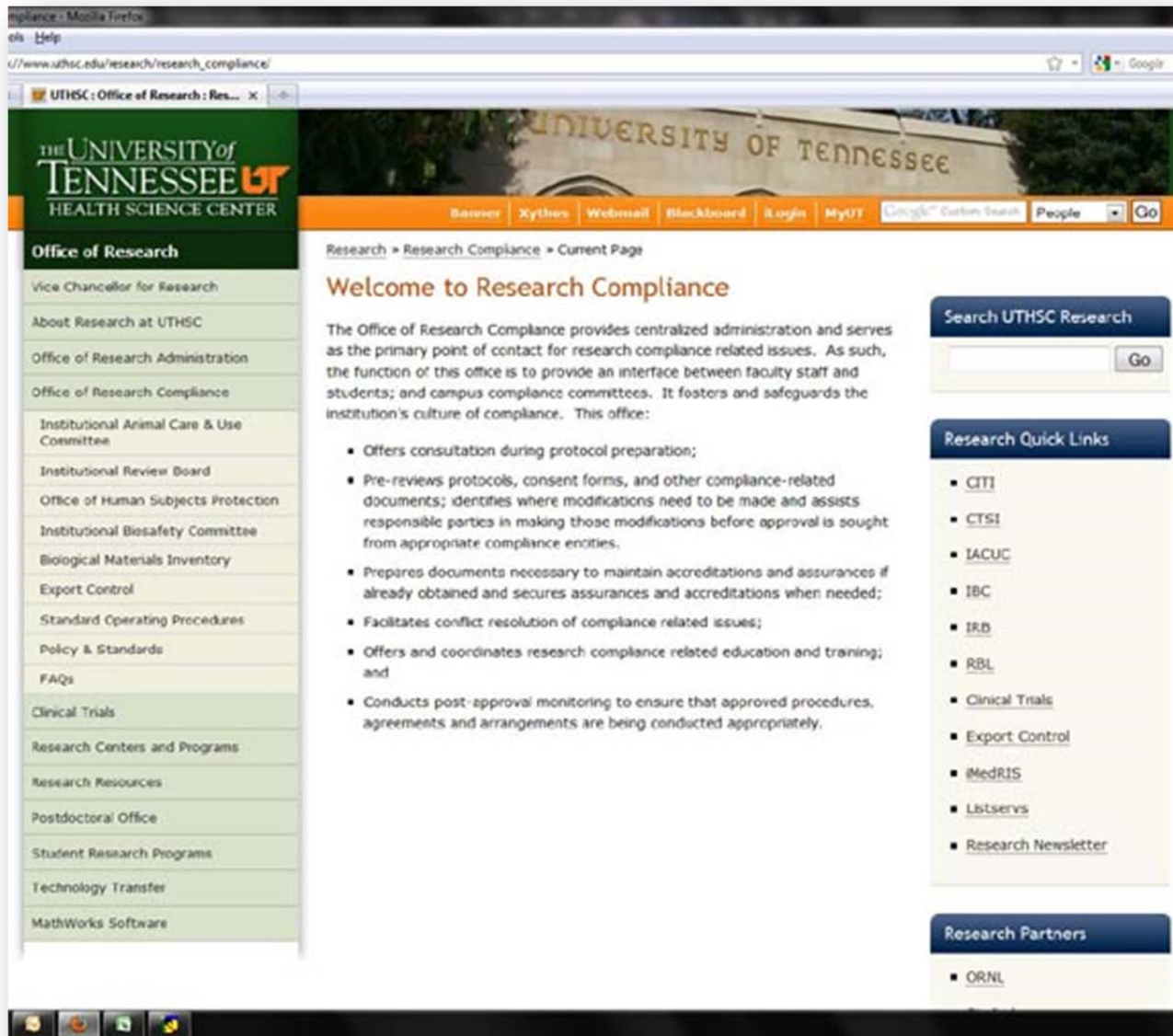


Figure 24 Office of Research compliance web site, http://www.uthsc.edu/research/research_compliance/; to view full page, see UTHSC- Office-of-Research-Compliance.mht.

Federal Requirement 4.6

Recruitment materials and presentations accurately represent the institution's practices and policies.

Compliance Non-Compliance

Narrative:

Yes, UT undergraduate and graduate catalogs, web sites and *Viewbook* support compliance.

Primary materials are institutional web pages and the undergraduate *Viewbook*. All information is available at the Future Students page, <http://www.utk.edu/futurestudents/>, quick links to admissions for undergraduate, graduate, College of Law, MBA Programs, College of Veterinary Medicine, UTHSC, and UTSI admissions.⁵² Office of Undergraduate Admissions coordinates creation and production of the web pages and *Viewbook* to assure accuracy.

UT's *Viewbook* discusses admissions filing dates (page 26 of the pdf file); fees and financial aid (pages 24 and 25); list of colleges, majors, and concentrations (pages 8 and 9); Ready for the World, the QEP initiative (pages 10 and 11) and more. UT's undergraduate admissions site (<http://www.utk.edu/futurestudents/>, Figure 25, page 84) links to information for applicants, campus visit program, admissions programs and events, the undergraduate catalog, undergraduate academic programs, undergraduate research, university housing, Light the Torch: First Year Experience, Life of the Mind freshman reading program, parent orientation program, Parents Association, family weekend, international student admissions, International House, student orientation, safety at UT, security handbook, UT Alert (emergency text messaging), UT Police and various other information.

The graduate admissions site (<http://graduateadmissions.utk.edu/>) provides links to the graduate catalog, degrees and majors, admissions requirements and procedures, dates and deadlines, online application, international graduate application guide, application FAQs, information for admitted students, financial assistance, and forms. College of Law (<http://www.law.utk.edu/prospective/index.shtml>), College of Veterinary Medicine (<http://www.vet.utk.edu/admissions/index.php>), MBA Programs (full time MBA, <http://mba.utk.edu/prospective/description.htm> and executive MBAs, <http://thecenter.utk.edu/>), UTSI (<http://www.utsi.edu/futurestudents/>) and UTHSC (<http://www.uthsc.edu/admissions/>) admissions web pages provide similar information and information specific to their admissions processes.

⁵² Figure 11 through Figure 16, pages 43 through 48, are screen captures of various sections of the admissions web sites.

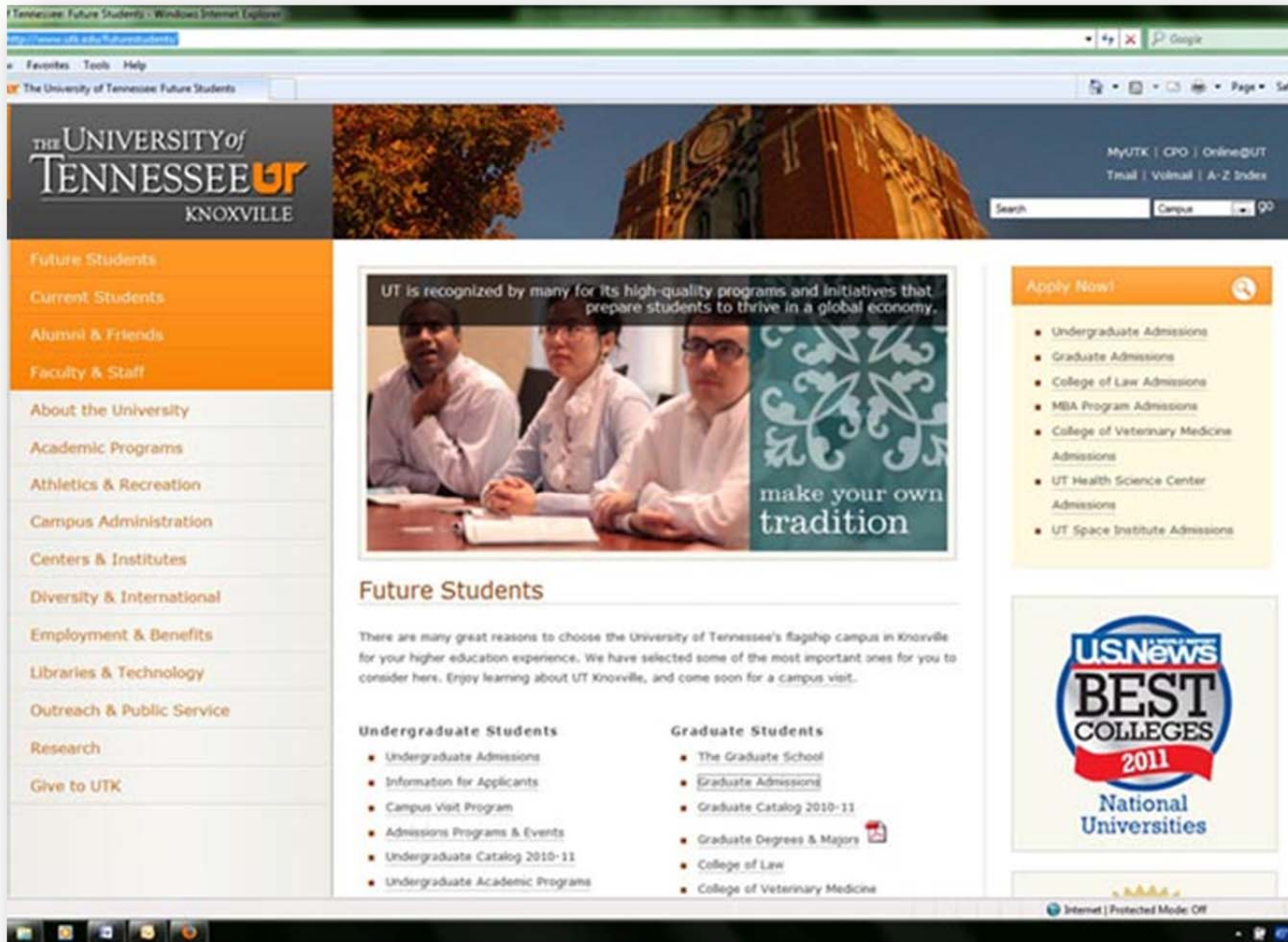


Figure 25 UTK Admissions home page showing links to the various other admission pages and resources for future students (right-hand column under “Apply Now”; <http://www.utk.edu/futurestudents/> accessed January 11, 2011; to view full page, see UTK Future Students.mht.

Federal Requirement 4.7

The institution is in compliance with its program responsibilities under Title IV of the 1998 Higher Education Amendments.

Compliance Non-Compliance

Narrative:

Yes, UT's portfolio of annual state and internal audits supports compliance.

The University is in full compliance with its program responsibilities under Title IV of the 1998 Higher Education Amendments, as evidenced by:

- Submission of Fiscal Operations Report in a correct and timely manner, as required by the U.S. Department of Education and evidenced in the IPEDS Report – Student Financial Aid.
- State audit for 2007 revealed a finding with administration of financial aid programs at the UTHSC. Appropriate measures were put in place to prevent the over-awarding of student financial aid. In the 2008 and 2009 state audits, there were no findings under the administration of Title IV aid.
- Internal audits that show no findings under the administration of Title IV aid for the past three years. Internal audits conducted in 2007 relate to student loan practices. Findings indicated a need for clear criteria for selecting preferred lenders and actions to take to avoid any appearances of conflict of interest. Another audit dealt with maintenance of records for scholarships. In all cases, appropriate actions were taken and approved by Audit and Consulting Services.

The financial aid offices for UTK, UTHSC, and UTSI offer a comprehensive program to students who would not otherwise be able to afford college. UT administers federal, state, institutional and external programs including Federal Pell Grants, Federal Supplemental Educational Opportunity Grants (FSEOG), Federal Perkins Loans, Family Education Loans (Stafford, PLUS, and Grad PLUS), Federal Work Study,

Support documents:

IPEDS reports:

2007-2008 Stud Fin Aid.pdf
2008-2009 Stud Fin Aid.pdf
2009-2010 Stud Fin Aid.pdf

State Audits:

2007 UT State audit report.pdf
2008 UT State audit report.pdf
2009 UT State audit report.pdf

Financial Aid Office Audits

A07029_Stdnt_Affairs_Scholarshi
ps_Hottel.pdf
A07029_Stdnt_Affairs_Scholarshi
ps_McKeon.pdf
A07029_Stdnt_Affairs_Scholarshi
ps_Phillips.pdf
A07029_Stdnt_Affairs_Scholarshi
ps_Wyatt.pdf
A07029fllwup.pdf
I08023_UTK_Financial_Aid.pdf
O07013review.pdf
O07013fllwup.pdf
O07015review.pdf
O07015fllwup.pdf

Tennessee Student Assistance Award, and HOPE Scholarship (Tennessee Education Lottery Scholarship), in addition to state grants, teacher loans and scholarships, and institutional work programs and scholarships. The institution has transitioned to the Federal Direct Student Loan Program.

Comprehensive Standard 3.10.3

The institution audits financial aid programs as required by federal and state regulations.

Compliance Non-Compliance

Narrative:

UT's state and internal audits, Fiscal Operations Reports and Quality Assurance Program reveal compliance.

The University is in full compliance with federal and state requirements of financial aid program audits, as evidenced by:

- Submission of Fiscal Operations Report in a correct and timely manner, as required by the U.S. Department of Education and evidenced in the IPEDS Report – Student Financial Aid.
- State audit for 2007 revealed a finding with administration of financial aid programs at the UTHSC. Appropriate measures were put in place to prevent the over-awarding of student financial aid. In the 2008 and 2009 state audits, there were no findings under the administration of Title IV aid.
- Internal audits that show no findings under the administration of Title IV aid for the past three years. Internal audits conducted in 2007 relate to student loan practices. Findings indicated a need for clear criteria for selecting preferred lenders and actions to take to avoid any appearances of conflict of interest. Another audit dealt with maintenance of records for scholarships. In all cases, appropriate actions were taken and approved by Audit and Consulting Services.
- Participation in the Institutional Quality Assurance Program designed by the U.S. Department of Education to assure accuracy in the administration of federal financial aid. The goal is to improve equity and fairness in awarding public and private money to needy students by finding where problems occur in the financial aid process. The program includes a systematic, detailed

Support documents:

IPEDS reports:

2007-2008 Stud Fin Aid.pdf
2008-2009 Stud Fin Aid.pdf
2009-2010 Stud Fin Aid.pdf

State Audits:

2007 UT State audit report.pdf
2008 UT State audit report.pdf
2009 UT State audit report.pdf

Financial Aid Office Audits

A07029_Stdnt_Affairs_Scholarshi
ps_Hottel.pdf
A07029_Stdnt_Affairs_Scholarshi
ps_McKeon.pdf
A07029_Stdnt_Affairs_Scholarshi
ps_Phillips.pdf
A07029_Stdnt_Affairs_Scholarshi
ps_Wyatt.pdf
A07029fllwup.pdf
I08023_UTK_Financial_Aid.pdf
O07013review.pdf
O07013fllwup.pdf
O07015review.pdf
O07015fllwup.pdf

analysis of determination of eligibility, management practices, financial aid office policies and procedures, and a collection of required supporting documents. From the results of this analysis, the University develops plans to improve its financial aid system.

The financial aid offices for UTK, UTHSC, and UTSI offer a comprehensive program to students who would not otherwise be able to afford college. UT administers federal, state, institutional and external programs including Federal Pell Grants, Federal Supplemental Educational Opportunity Grants (FSEOG), Federal Perkins Loans, Family Education Loans (Stafford, PLUS, and Grad PLUS), Federal Work Study, Tennessee Student Assistance Award, and HOPE Scholarship (Tennessee Education Lottery Scholarship), in addition to state grants, teacher loans and scholarships, and institutional work programs and scholarships. The institution has transitioned to the Federal Direct Student Loan Program.

PART V: THE IMPACT REPORT OF THE QUALITY ENHANCEMENT PLAN

See [UT-QEP-Impact-Report.pdf](#)

Appendix A

List of Degrees Currently Offered as Presented to the Board of Trustees, June 2010⁵³

Campus	Department	Major	Submajor	Degree
UTHSC	College of Allied Health Sciences			
UTHSC	Audiology & Speech Pathology	Audiology	Aural Habilitation	AuD
UTHSC	Audiology & Speech Pathology	Audiology		MS
UTHSC	Audiology & Speech Pathology	Speech-Language Pathology	Speech Pathology	MS
UTHSC	Clinical Lab Sciences	Clinical Laboratory Sciences	1) Lab Mgmt, 2) Lab Utilization 3) Advanced Practice	MCLS
UTHSC	Clinical Lab Sciences	Cytotechnology		MCP
UTHSC	Clinical Lab Sciences	Medical Technology		BSMT
UTHSC	Dental Hygiene	Dental Hygiene		BSDH
UTHSC	Dental Hygiene	Dental Hygiene	(available online)	MDH
UTHSC	Health Informatics & Information Mgmt	Health Informatics & Information Mgmt		BSHIIM
UTHSC	Health Informatics & Information Mgmt	Health Informatics & Information Mgmt	(available online)	MHIIM
UTHSC	Occupational Therapy	Occupational Therapy		MOT
UTHSC	Physical Therapy	Physical Therapy	1) Entry Level 2) Transitional	DPT
UTHSC	Physical Therapy	Physical Therapy	1) Musculoskeletal or 2) Neurological	MSPT
UTHSC	Physical Therapy	Physical Therapy		ScDPT
UTHSC	College of Dentistry			
UTHSC	Dentistry	Dentistry	Interdisciplinary	DDS
UTHSC	College of Graduate Health Science			
UTHSC	Speech & Hearing Science	Speech & Hearing Science		PhD
UTHSC	Biomedical Engineering & Imaging	Biomedical Engineering (Joint w/UM ⁵⁴)	Interdisciplinary	MS
UTHSC	Biomedical Engineering & Imaging	Biomedical Engineering (Joint w/UM)	Biomechanics	MS
UTHSC	Biomedical Engineering & Imaging	Biomedical Engineering (Joint w/UM)	Biomaterials and Regenerative Tech	MS
UTHSC	Biomedical Engineering & Imaging	Biomedical Engineering (Joint w/UM)	Biosensors and Electrophysiology	MS
UTHSC	Biomedical Engineering & Imaging	Biomedical Engineering (Joint w/UM)	Bioimaging	MS
UTHSC	Biomedical Engineering & Imaging	Biomedical Engineering (Joint w/UM)	Interdisciplinary	PhD

⁵³ Lines in table that are filled with pale orange are programs that also have an online option for degree completion.

⁵⁴ UM = University of Memphis, part of the Tennessee Board of Regents System.

Campus	Department	Major	Submajor	Degree
UTHSC	Biomedical Engineering & Imaging	Biomedical Engineering (Joint w/UM)	Biomechanics	PhD
UTHSC	Biomedical Engineering & Imaging	Biomedical Engineering (Joint w/UM)	Biomaterials and Regenerative Tech	PhD
UTHSC	Biomedical Engineering & Imaging	Biomedical Engineering (Joint w/UM)	Biosensors and Electrophysiology	PhD
UTHSC	Biomedical Engineering & Imaging	Biomedical Engineering (Joint w/UM)	Bioimaging	PhD
UTHSC	Dentistry	Dental Science	Orthodontics	MDS
UTHSC	Dentistry	Dental Science	Pediatric Dentistry	MDS
UTHSC	Dentistry	Dental Science	Periodontology	MDS
UTHSC	Dentistry	Dental Science	Prosthodontics	MDS
UTHSC	Interdepartmental	Biomedical Sciences	Cancer and Development Biology	MS
UTHSC	Interdepartmental	Biomedical Sciences	Cell Biology and Biochemistry	MS
UTHSC	Interdepartmental	Biomedical Sciences	Genetics, Functional Genomics and Proteomics	MS
UTHSC	Interdepartmental	Biomedical Sciences	Molecular, Cellular, and System Physiology	MS
UTHSC	Interdepartmental	Biomedical Sciences	Microbial Pathogenesis, Immunology & Inflammation	MS
UTHSC	Interdepartmental	Biomedical Sciences	Molecular Therapeutics and Cell Signaling	MS
UTHSC	Interdepartmental	Biomedical Sciences	Neuroscience	MS
UTHSC	Interdepartmental	Biomedical Sciences	Cancer & Development Biology	PhD
UTHSC	Interdepartmental	Biomedical Sciences	Cell Biology & Biochemistry	PhD
UTHSC	Interdepartmental	Biomedical Sciences	Genetics, Functional Genomics, & Proteomics	PhD
UTHSC	Interdepartmental	Biomedical Sciences	Molecular, Cellular, & System Physiology	PhD
UTHSC	Interdepartmental	Biomedical Sciences	Microbial Pathogenesis, Immunology & Inflammation	PhD
UTHSC	Interdepartmental	Biomedical Sciences	Molecular Therapeutics & Cell Signaling	PhD
UTHSC	Interdepartmental	Biomedical Sciences	Neuroscience	PhD
UTHSC	Interdepartmental	Health Outcomes & Policy Research	Residency/Masters	MS
UTHSC	Interdepartmental	Health Outcomes & Policy Research	Health Systems Pharmacy Management	MS
UTHSC	Interdepartmental	Health Outcomes & Policy Research	Health Policy/Health Services Research	MS
UTHSC	Interdepartmental	Health Outcomes & Policy Research	Health Policy/Health Services Research	PhD
UTHSC	Interdepartmental	Health Outcomes & Policy Research	Pharmacoeconomics	PhD
UTHSC	Nursing Sciences	Nursing Sciences (Joint w/UTK)		PhD
UTHSC	Pharmaceutical Sciences	Pharmaceutical Sciences	Medicinal Chemistry	MS
UTHSC	Pharmaceutical Sciences	Pharmaceutical Sciences	Pharmaceutics	MS
UTHSC	Pharmaceutical Sciences	Pharmaceutical Sciences	Medicinal Chemistry	PhD
UTHSC	Pharmaceutical Sciences	Pharmaceutical Sciences	Pharmaceutics	PhD
UTHSC	Preventive Medicine	Clinical Research (available only online)		Certificate
UTHSC	Preventive Medicine	Epidemiology		MS
UTHSC	Pharmacology	Pharmacology		MS

Campus	Department	Major	Submajor	Degree
UTHSC	College of Medicine			
UTHSC	Medicine	Medicine		MD
UTHSC	College of Nursing			
UTHSC	Nursing	Nursing	Acute Care Nurse Practitioner	DNP
UTHSC	Nursing	Nursing	Family Nurse Practitioner	DNP
UTHSC	Nursing	Nursing	Neonatal Nurse Practitioner	DNP
UTHSC⁵⁵	Nursing	Nursing	Neonatal Nurse Practitioner	MSN
UTHSC	Nursing	Nursing	Nurse Anesthesia (ending December 2011)	MSN
UTHSC	Nursing	Nursing	Family Nurse Practitioner (available only online)	DNP
UTHSC	Nursing	Nursing	Acute Care (available only online)	DNP
UTHSC	Nursing	Nursing	Nurse Anesthesia	DNP
UTHSC	Nursing	Nursing	Forensic Nursing (available online)	DNP
UTHSC	Nursing	Nursing	Neonatal Nurse Practitioner (available only online)	DNP
UTHSC	Nursing	Nursing	Psychiatric Mental Health Nurse Practitioner	DNP
UTHSC	Nursing	Nursing	Public Health Nursing (available online)	DNP
UTHSC	Nursing	Nursing	Clinical Nurse Leader	MSN
UTHSC	Nursing	Nursing		BSN
UTHSC	College of Pharmacy			
UTHSC	Pharmacy	Pharmacy		PHARM.D
UTK	College of Agricultural Sciences & Natural Resources			
UTK	Agricultural and Resource Economics	Food & Agricultural Business	Ag Equipment Systems Management	BSARE
UTK	Agricultural and Resource Economics	Natural Resource & Environmental Econ.		BSARE
UTK	Agricultural and Resource Economics	Agricultural Economics	Agribusiness	MS
UTK	Agricultural and Resource Economics	Agricultural Economics	Agribusiness	MS-MBA
UTK	Agricultural and Resource Economics	Agricultural Economics	Agricultural Economics	MS
UTK	Agricultural and Resource Economics	Agricultural Economics	Natural Resource Economics	MS
UTK	Agricultural Leadership, Educ. & Comm.	Agricultural Leadership, Educ. & Comm.	Agricultural Communications	BSAG
UTK	Agricultural Leadership, Educ. & Comm.	Agricultural Leadership, Educ. & Comm.	Agricultural Education	BSAG
UTK	Agricultural Leadership, Educ. & Comm.	Agricultural Leadership, Educ. & Comm.	Agricultural Extension Education	BSAG
UTK	Agricultural Leadership, Educ. & Comm.	Agricultural Leadership, Educ. & Comm.	Agricultural Leadership	BSAG
UTK	Agricultural Leadership, Educ. & Comm.	Agricultural Leadership, Educ. & Comm.	Agricultural Science	BSAG

⁵⁵ Programs struck-out are currently inactive.

Campus	Department	Major	Submajor	Degree
UTK	Agricultural Leadership, Educ. & Comm.	Agricultural Leadership, Educ. & Comm.	Agricultural Communications (available online)	MS
UTK	Agricultural Leadership, Educ. & Comm.	Agricultural Leadership, Educ. & Comm.	Agricultural Education (available online)	MS
UTK	Agricultural Leadership, Educ. & Comm.	Agricultural Leadership, Educ. & Comm.	Agricultural Leadership (available online)	MS
UTK	Animal Science	Animal Science		PhD
UTK	Animal Science	Animal Science		MS
UTK	Animal Science	Animal Science	Pre-Veterinary Medicine 3+1	BSAN
UTK	Animal Science	Animal Science	Animal Industries	BSAN
UTK	Animal Science	Animal Science	Bioscience	BSAN
UTK	Animal Science	Animal Science	Pre-Veterinary Medicine	BSAN
UTK	Biosystems Engineering & Soil Science	Biosystems Engineering		BSBSE
UTK	Biosystems Engineering & Soil Science	Biosystems Engineering		MS
UTK	Biosystems Engineering & Soil Science	Biosystems Engineering		PhD
UTK	Biosystems Engineering & Soil Science	Biosystems Engineering	Pre-Professional	BSBSE
UTK	Biosystems Engineering & Soil Science	Biosystems Engineering Technology		MS
UTK	Biosystems Engineering & Soil Science	Environmental & Soil Sciences	Agricultural Systems Technology	BSESS
UTK	Biosystems Engineering & Soil Science	Environmental & Soil Sciences	Construction Technology	BSESS
UTK	Biosystems Engineering & Soil Science	Environmental & Soil Sciences	Environmental Science	BSESS
UTK	Biosystems Engineering & Soil Science	Environmental & Soil Sciences	Land Surveying	BSESS
UTK	Biosystems Engineering & Soil Science	Environmental & Soil Sciences	Off-Road Vehicle Technology	BSESS
UTK	Biosystems Engineering & Soil Science	Environmental & Soil Sciences	Soil Science	BSESS
UTK	Biosystems Engineering & Soil Science	Environmental & Soil Sciences		MS
UTK	Entomology & Plant Pathology	Entomology & Plant Pathology	Entomology	MS
UTK	Entomology & Plant Pathology	Entomology & Plant Pathology	Plant Pathology	MS
UTK	Food Science & Technology	Food Science & Technology		MS
UTK	Food Science & Technology	Food Science & Technology	Food Chemistry	PhD
UTK	Food Science & Technology	Food Science & Technology	Food Microbiology	PhD
UTK	Food Science & Technology	Food Science & Technology	Food Processing	PhD
UTK	Food Science & Technology	Food Science & Technology	Pre-Pharmacy	BSFS
UTK	Food Science & Technology	Food Science & Technology	Pre-Pharmacy 3+1	BSFS
UTK	Food Science & Technology	Food Science & Technology	Pre-Professional	BSFS
UTK	Food Science & Technology	Food Science & Technology	Pre-Professional 3+1	BSFS
UTK	Food Science & Technology	Food Science & Technology	Science	BSFS
UTK	Food Science & Technology	Food Science & Technology	Technology/Business	BSFS
UTK	Forestry, Wildlife, Fisheries	Forestry		MS
UTK	Forestry, Wildlife, Fisheries	Forestry	Forestry Resources Management	BSF

Campus	Department	Major	Submajor	Degree
UTK	Forestry, Wildlife, Fisheries	Forestry	Wildland Recreation	BSF
UTK	Forestry, Wildlife, Fisheries	Natural Resources	Natural Resource Economics	PhD
UTK	Forestry, Wildlife, Fisheries	Wildlife & Fisheries Science	Wildlife & Fisheries Management	BSWFS
UTK	Forestry, Wildlife, Fisheries	Wildlife & Fisheries Science	Wildlife Health	BSWFS
UTK	Forestry, Wildlife, Fisheries	Wildlife & Fisheries Science		MS
UTK	Interdepartmental	Plants, Soils, and Insects	Bioactive Natural Products	PhD
UTK	Interdepartmental	Plants, Soils, and Insects	Crop Sciences	PhD
UTK	Interdepartmental	Plants, Soils, and Insects	Entomology	PhD
UTK	Interdepartmental	Plants, Soils, and Insects	Environmental and Soil Sciences	PhD
UTK	Interdepartmental	Plants, Soils, and Insects	Horticulture	PhD
UTK	Interdepartmental	Plants, Soils, and Insects	Integrated Pest Management	PhD
UTK	Interdepartmental	Plants, Soils, and Insects	Plant Breeding	PhD
UTK	Interdepartmental	Plants, Soils, and Insects	Plant Pathology	PhD
UTK	Interdepartmental	Plants, Soils, and Insects	Weed Science	PhD
UTK	Interdepartmental	Plants, Soils, and Insects	Plant Molecular Genetics	PhD
UTK	Plant Sciences	Plant Sciences		MS
UTK	Plant Sciences	Plant Sciences	Crop Sciences	MS
UTK	Plant Sciences	Plant Sciences	Horticulture	MS
UTK	Plant Sciences	Plant Sciences	Plant Breeding	MS
UTK	Plant Sciences	Plant Sciences	Plant Molecular Genetics	MS
UTK	Plant Sciences	Plant Sciences	Weed Science	MS
UTK	Plant Sciences	Plant Sciences	Landscape Design & Construction	BSPS
UTK	Plant Sciences	Plant Sciences	Bioenergy	BSPS
UTK	Plant Sciences	Plant Sciences	Biotechnology	BSPS
UTK	Plant Sciences	Plant Sciences	Horticulture Science & Production	BSPS
UTK	Plant Sciences	Plant Sciences	Public Horticulture	BSPS
UTK	Plant Sciences	Plant Sciences	Turfgrass Science & Management	BSPS
UTK	College of Architecture and Design			
UTK	Architecture, School of	Architecture		BArch
UTK	Architecture, School of	Architecture	Track 1	MArch
UTK	Architecture, School of	Architecture	Track 1-Sustainable Design	MArch
UTK	Architecture, School of	Architecture	Track 1-Urban Design	MArch
UTK	Architecture, School of	Architecture	Track 2	MArch
UTK	Architecture, School of	Architecture	Track 2-Sustainable Design	MArch
UTK	Architecture, School of	Architecture	Track 2-Urban Design	MArch

Campus	Department	Major	Submajor	Degree
UTK	Architecture, School of	Architecture	Track 3	MArch
UTK	Architecture, School of	Architecture	Track 3-Sustainable Design	MArch
UTK	Architecture, School of	Architecture	Track 3-Urban Design	MArch
UTK	Interior Design	Interior Design		BSID
UTK	Landscape Architecture Program	Landscape Architecture		MALA
UTK	Landscape Architecture Program	Landscape Architecture		MSLA
UTK	Landscape Architecture Program	Landscape Architecture	Track 1 (first professional degree track)	MLA
UTK	Landscape Architecture Program	Landscape Architecture	Track 2 (post-professional degree track)	MLA
UTK	College of Arts & Sciences			
UTK	Anthropology	Anthropology		BA
UTK	Anthropology	Anthropology	Honors	BA
UTK	Anthropology	Anthropology	Archaeology	MA
UTK	Anthropology	Anthropology	Biological Anthropology	MA
UTK	Anthropology	Anthropology	Cultural Anthropology	MA
UTK	Anthropology	Anthropology	Mediterranean Archaeology	MA
UTK	Anthropology	Anthropology	Zooarchaeology	MA
UTK	Anthropology	Anthropology	Archaeology	PhD
UTK	Anthropology	Anthropology	Biological Anthropology	PhD
UTK	Anthropology	Anthropology	Cultural Anthropology	PhD
UTK	Anthropology	Anthropology	Zooarchaeology	PhD
UTK	Art, School of	Art History		BA
UTK	Art, School of	Studio Art		BA
UTK	Art, School of	Graphic Design		BFA
UTK	Art, School of	Studio Art	Two-Dimensional Arts	BFA
UTK	Art, School of	Studio Art	Three-Dimensional Arts	BFA
UTK	Art, School of	Studio Art	Four-Dimensional Arts	BFA
UTK	Art, School of	Art	Ceramics	MFA
UTK	Art, School of	Art	Drawing	MFA
UTK	Art, School of	Art	Graphic Design	MFA
UTK	Art, School of	Art	Media Arts	MFA
UTK	Art, School of	Art	Painting	MFA
UTK	Art, School of	Art	Printmaking	MFA
UTK	Art, School of	Art	Sculpture	MFA
UTK	Biochem & Cellular & Molecular Biology	Biochem & Cellular & Molecular Biology		MS
UTK	Biochem & Cellular & Molecular Biology	Biochem & Cellular & Molecular Biology		PhD

Campus	Department	Major	Submajor	Degree
UTK	Biology, Division of	Biological Sciences	Biochem & Cellular & Molecular Biology	BS
UTK	Biology, Division of	Biological Sciences	Ecology & Evolutionary Biology	BS
UTK	Biology, Division of	Biological Sciences	Honors BioChem & Cellular & Molecular Biology	BS
UTK	Biology, Division of	Biological Sciences	Honors Ecology & Evolutionary Biology	BS
UTK	Biology, Division of	Biological Sciences	Honors Microbiology	BS
UTK	Biology, Division of	Biological Sciences	Honors Plant Biology	BS
UTK	Biology, Division of	Biological Sciences	Microbiology	BS
UTK	Biology, Division of	Biological Sciences	Plant Biology	BS
UTK	Chemistry	Chemistry		BS
UTK	Chemistry	Chemistry	Honors	BS
UTK	Chemistry	Chemistry		BSCH
UTK	Chemistry	Chemistry	Honors	BSCH
UTK	Chemistry	Chemistry	Analytical Chemistry	MS
UTK	Chemistry	Chemistry	Environmental Chemistry	MS
UTK	Chemistry	Chemistry	Inorganic Chemistry	MS
UTK	Chemistry	Chemistry	Organic Chemistry	MS
UTK	Chemistry	Chemistry	Physical Chemistry	MS
UTK	Chemistry	Chemistry	Polymer Chemistry	MS
UTK	Chemistry	Chemistry	Analytical Chemistry	PhD
UTK	Chemistry	Chemistry	Chemical Physics	PhD
UTK	Chemistry	Chemistry	Environmental Chemistry	PhD
UTK	Chemistry	Chemistry	Inorganic Chemistry	PhD
UTK	Chemistry	Chemistry	Organic Chemistry	PhD
UTK	Chemistry	Chemistry	Physical Chemistry	PhD
UTK	Chemistry	Chemistry	Polymer Chemistry	PhD
UTK	Chemistry	Chemistry	Theoretical Chemistry	PhD
UTK	Classics	Classics	Classical Civilization	BA
UTK	Classics	Classics	Greek	BA
UTK	Classics	Classics	Honors Classical Civilization	BA
UTK	Classics	Classics	Honors Greek	BA
UTK	Classics	Classics	Honors Latin	BA
UTK	Classics	Classics	Latin	BA
UTK	College Scholars Program	College Scholars Program		BA
UTK	Earth & Planetary Sciences	Geology		BS
UTK	Earth & Planetary Sciences	Geology	Honors Geology	BS

Campus	Department	Major	Submajor	Degree
UTK	Earth & Planetary Sciences	Geology		MS
UTK	Earth & Planetary Sciences	Geology		PhD
UTK	Ecology & Evolutionary Biology	Ecology & Evolutionary Biology	Behavior	MS
UTK	Ecology & Evolutionary Biology	Ecology & Evolutionary Biology	Ecology	MS
UTK	Ecology & Evolutionary Biology	Ecology & Evolutionary Biology	Evolutionary Biology	MS
UTK	Ecology & Evolutionary Biology	Ecology & Evolutionary Biology	Behavior	PhD
UTK	Ecology & Evolutionary Biology	Ecology & Evolutionary Biology	Ecology	PhD
UTK	Ecology & Evolutionary Biology	Ecology & Evolutionary Biology	Evolutionary Biology	PhD
UTK	Economics (Intercollegiate)	Economics		BA
UTK	Economics (Intercollegiate)	Economics	Honors Economics	BA
UTK	English	English	Creative Writing	BA
UTK	English	English	Honors Creative Writing	BA
UTK	English	English	Honors Individualized Program	BA
UTK	English	English	Honors Literature	BA
UTK	English	English	Honors Rhetoric & Writing	BA
UTK	English	English	Honors Technical Communication	BA
UTK	English	English	Individualized Program	BA
UTK	English	English	Literature	BA
UTK	English	English	Rhetoric & Writing	BA
UTK	English	English	Technical Communication	BA
UTK	English	English		MA
UTK	English	English	Writing	MA
UTK	English	English		PhD
UTK	Geography	Geography		BA
UTK	Geography	Geography	Honors Geography	BA
UTK	Geography	Geography		MS
UTK	Geography	Geography		PhD
UTK	History	History		BA
UTK	History	History	Honors History	BA
UTK	History	History		MAMA
UTK	History	History	American	PhD
UTK	History	History	European	PhD
UTK	Individualized Program	Individualized Program		BA
UTK	Interdepartmental/Intercollegiate	Life Sciences	Genome Science and Technology	MS
UTK	Interdepartmental/Intercollegiate	Life Sciences	Genome Science and Technology	PhD

Campus	Department	Major	Submajor	Degree
UTK	Interdepartmental/Intercollegiate	Life Sciences	Plant Physiology & Genetics	MS
UTK	Interdepartmental/Intercollegiate	Life Sciences	Plant Physiology & Genetics	PhD
UTK	Interdisciplinary Programs	Interdisciplinary Programs	Africana Studies	BA
UTK	Interdisciplinary Programs	Interdisciplinary Programs	American Studies	BA
UTK	Interdisciplinary Programs	Interdisciplinary Programs	Asian Studies	BA
UTK	Interdisciplinary Programs	Interdisciplinary Programs	Comparative Literature	BA
UTK	Interdisciplinary Programs	Interdisciplinary Programs	Environmental Studies	BA
UTK	Interdisciplinary Programs	Interdisciplinary Programs	Global Studies - Global Society & Culture	BA
UTK	Interdisciplinary Programs	Interdisciplinary Programs	Global Studies - Global Politics & Economy	BA
UTK	Interdisciplinary Programs	Interdisciplinary Programs	Judaic Studies	BA
UTK	Interdisciplinary Programs	Interdisciplinary Programs	Language & World Business- Chinese	BA
UTK	Interdisciplinary Programs	Interdisciplinary Programs	Language & World Business- Japanese	BA
UTK	Interdisciplinary Programs	Interdisciplinary Programs	Language & World Business- Portuguese	BA
UTK	Interdisciplinary Programs	Interdisciplinary Programs	Latin American Studies - Brazilian Studies Track	BA
UTK	Interdisciplinary Programs	Interdisciplinary Programs	Latin American Studies -General Studies Track	BA
UTK	Interdisciplinary Programs	Interdisciplinary Programs	Linguistics	BA
UTK	Interdisciplinary Programs	Interdisciplinary Programs	Medieval Studies	BA
UTK	Interdisciplinary Programs	Interdisciplinary Programs	Women's Studies	BA
UTK	Interdisciplinary Programs		Linguistics	Gr Cert
UTK	Interdisciplinary Programs		Medieval Studies	Gr Cert
UTK	Interdisciplinary Programs		Women's Studies	Gr Cert
UTK	Mathematics	Mathematics		BS
UTK	Mathematics	Mathematics	Honors Mathematics	BS
UTK	Mathematics	Mathematics		MM
UTK	Mathematics	Mathematics		MS
UTK	Mathematics	Mathematics	Applied Mathematics	MS
UTK	Mathematics	Mathematics		PhD
UTK	Mathematics	Mathematics	Mathematical Ecology/Evolution	PhD
UTK	Microbiology	Microbiology		MS
UTK	Microbiology	Microbiology		PhD
UTK	Modern Foreign Languages & Literatures	French		BA
UTK	Modern Foreign Languages & Literatures	French	Honors French	BA
UTK	Modern Foreign Languages & Literatures	French	Language & World Business	BA
UTK	Modern Foreign Languages & Literatures	German	Honors German	BA
UTK	Modern Foreign Languages & Literatures	German	Language & World Business	BA

Campus	Department	Major	Submajor	Degree
UTK	Modern Foreign Languages & Literatures	German	German Studies	BA
UTK	Modern Foreign Languages & Literatures	German	Language & Literature	BA
UTK	Modern Foreign Languages & Literatures	Italian		BA
UTK	Modern Foreign Languages & Literatures	Italian	Language & World Business	BA
UTK	Modern Foreign Languages & Literatures	Russian	Area Studies Option	BA
UTK	Modern Foreign Languages & Literatures	Russian	Language & World Business	BA
UTK	Modern Foreign Languages & Literatures	Russian	Literary Emphasis Option	BA
UTK	Modern Foreign Languages & Literatures	Spanish	Literature	BA
UTK	Modern Foreign Languages & Literatures	Spanish	Hispanic Studies	BA
UTK	Modern Foreign Languages & Literatures	Spanish	Language & World Business	BA
UTK	Modern Foreign Languages & Literatures	French		MA
UTK	Modern Foreign Languages & Literatures	German		MA
UTK	Modern Foreign Languages & Literatures	Spanish		MA
UTK	Modern Foreign Languages & Literatures	Modern Foreign Languages	Applied Linguistics (2nd Concentration Only)	PhD
UTK	Modern Foreign Languages & Literatures	Modern Foreign Languages	French (1st & 2nd Concentration)	PhD
UTK	Modern Foreign Languages & Literatures	Modern Foreign Languages	German (1st & 2nd Concentration)	PhD
UTK	Modern Foreign Languages & Literatures	Modern Foreign Languages	Italian (2nd Concentration Only)	PhD
UTK	Modern Foreign Languages & Literatures	Modern Foreign Languages	Latin American Studies (2nd Concentration Only)	PhD
UTK	Modern Foreign Languages & Literatures	Modern Foreign Languages	Portuguese (2nd Concentration Only)	PhD
UTK	Modern Foreign Languages & Literatures	Modern Foreign Languages	Russian (2nd Concentration Only)	PhD
UTK	Modern Foreign Languages & Literatures	Modern Foreign Languages	Spanish (1st & 2nd Concentration)	PhD
UTK	Music, School of		Artist Certificate in Music	Gr Cert
UTK	Music, School of		Music Theory Pedagogy	Gr Cert
UTK	Music, School of	Music		BA
UTK	Music, School of	Music	Music and Culture	BA
UTK	Music, School of	Music	Music ED -String Emphasis	BM
UTK	Music, School of	Music	Music ED -Wind/Brass/Percussion Emphasis	BM
UTK	Music, School of	Music	Music ED -Vocal Gen Keybd Emphasis	BM
UTK	Music, School of	Music	Music ED -Vocal Gen Vocal Emphasis	BM
UTK	Music, School of	Music	Organ	BM
UTK	Music, School of	Music	Piano	BM
UTK	Music, School of	Music	Piano Pedagogy	BM
UTK	Music, School of	Music	Sacred Music -Organ Track	BM
UTK	Music, School of	Music	Sacred Music -Piano Track	BM
UTK	Music, School of	Music	Sacred Music -Voice Track	BM

Campus	Department	Major	Submajor	Degree
UTK	Music, School of	Music	Strings	BM
UTK	Music, School of	Music	Studio Music and Jazz	BM
UTK	Music, School of	Music	Theory/ Composition	BM
UTK	Music, School of	Music	Voice	BM
UTK	Music School of	Music	Brass Instruments	BM
UTK	Music, School of	Music	Woodwind and Percussion Instruments	BM
UTK	Music, School of	Music	Choral Conducting	MMU
UTK	Music, School of	Music	Collaborative Piano	MMU
UTK	Music, School of	Music	Composition	MMU
UTK	Music, School of	Music	Instrumental Conducting	MMU
UTK	Music, School of	Music	Jazz	MMU
UTK	Music, School of	Music	Music Education	MMU
UTK	Music, School of	Music	Music Theory	MMU
UTK	Music, School of	Music	Musicology	MMU
UTK	Music, School of	Music	Performance -Organ	MMU
UTK	Music, School of	Music	Performance -Piano	MMU
UTK	Music, School of	Music	Performance -Strings	MMU
UTK	Music, School of	Music	Performance -Voice	MMU
UTK	Music, School of	Music	Performance -Winds	MMU
UTK	Music, School of	Music	Performance - Percussion	MMU
UTK	Music, School of	Music	Piano Pedagogy	MMU
UTK	Music, School of	Music	Vocal Pedagogy	MMU
UTK	Philosophy	Philosophy		BA
UTK	Philosophy	Philosophy	Honors	BA
UTK	Philosophy	Philosophy		MA
UTK	Philosophy	Philosophy		PhD
UTK	Physics & Astronomy	Physics	Academic	BS
UTK	Physics & Astronomy	Physics	Applied	BS
UTK	Physics & Astronomy	Physics	Astronomy	BS
UTK	Physics & Astronomy	Physics	General	BS
UTK	Physics & Astronomy	Physics	Honors Academic	BS
UTK	Physics & Astronomy	Physics	Honors Applied	BS
UTK	Physics & Astronomy	Physics	Honors Astronomy	BS
UTK	Physics & Astronomy	Physics	Astrophysics	MS
UTK	Physics & Astronomy	Physics	Atomic, Molec., Optical & Low Temp. Physics	MS

Campus	Department	Major	Submajor	Degree
UTK	Physics & Astronomy	Physics	Biophysics	MS
UTK	Physics & Astronomy	Physics	Chemical Physics	MS
UTK	Physics & Astronomy	Physics	Condensed Matter & Surface Physics	MS
UTK	Physics & Astronomy	Physics	Elementary Particle Physics	MS
UTK	Physics & Astronomy	Physics	Geophysics	MS
UTK	Physics & Astronomy	Physics	Health Physics	MS
UTK	Physics & Astronomy	Physics	Mathematical & Computational Physics	MS
UTK	Physics & Astronomy	Physics	Nuclear & Relativistic Heavy Ion Physics	MS
UTK	Physics & Astronomy	Physics	Theoretical Physics	MS
UTK	Physics & Astronomy	Physics	Astrophysics	PhD
UTK	Physics & Astronomy	Physics	Atomic, Molec., Optical & Low Temp. Physics	PhD
UTK	Physics & Astronomy	Physics	Biophysics	PhD
UTK	Physics & Astronomy	Physics	Chemical Physics	PhD
UTK	Physics & Astronomy	Physics	Condensed Matter & Surface Physics	PhD
UTK	Physics & Astronomy	Physics	Elementary Particle Physics	PhD
UTK	Physics & Astronomy	Physics	Mathematical & Computational Physics	PhD
UTK	Physics & Astronomy	Physics	Nanomaterials	PhD
UTK	Physics & Astronomy	Physics	Nuclear & Relativistic Heavy Ion Physics	PhD
UTK	Physics & Astronomy	Physics	Theoretical Physics	PhD
UTK	Political Science	Political Science		BA
UTK	Political Science	Political Science	Honors Political Science	BA
UTK	Political Science	Political Science	Public Administration	BA
UTK	Political Science	Political Science		MA
UTK	Political Science	Political Science		PhD
UTK	Political Science	Public Administration		MPA
UTK	Political Science	Public Administration	Dual JD-MPA Program	MPA
UTK	Pre-Professional Programs	Clinical Laboratory Science		BS
UTK	Pre-Professional Programs	Pre-Professional Programs	Pre-Dental	BS
UTK	Pre-Professional Programs	Pre-Professional Programs	Pre-Medical	BS
UTK	Pre-Professional Programs	Pre-Professional Programs	Nuclear Medicine Technology	BS
UTK	Pre-Professional Programs	Pre-Professional Programs	Pre-Pharmacy	BS
UTK	Pre-Professional Programs	Pre-Professional Programs	Pre-Veterinary Medicine	BS
UTK	Psychology	Psychology		BA
UTK	Psychology	Psychology	Honors Psychology	BA
UTK	Psychology	Psychology	Experimental Psychology	MA

Campus	Department	Major	Submajor	Degree
UTK	Psychology	Psychology	General Psychology	MA
UTK	Psychology	Psychology	Clinical Psychology	PhD
UTK	Psychology	Psychology	Counseling Psychology	PhD
UTK	Psychology	Psychology	Experimental Psychology	PhD
UTK	Religious Studies	Religious Studies		BA
UTK	Religious Studies	Religious Studies	Honors Religious Studies	BA
UTK	Sociology	Sociology		BA
UTK	Sociology	Sociology	Criminal Justice	BA
UTK	Sociology	Sociology	Environmental Issues & Globalization	BA
UTK	Sociology	Sociology	Criminology	MA
UTK	Sociology	Sociology	Environmental Sociology	MA
UTK	Sociology	Sociology	Political Economy	MA
UTK	Sociology	Sociology	Criminology	PhD
UTK	Sociology	Sociology	Environmental Sociology	PhD
UTK	Sociology	Sociology	Political Economy	PhD
UTK	Statistics (intercollegiate)	Statistics		BS
UTK	Theatre	Theatre		BA
UTK	Theatre	Theatre	Acting	MFA
UTK	Theatre	Theatre	Costume Design	MFA
UTK	Theatre	Theatre	Dramaturgy	MFA
UTK	Theatre	Theatre	Lighting Design	MFA
UTK	Theatre	Theatre	Scene Design	MFA
UTK	College of Business Administration			
UTK	Accounting & Information Management	Accounting	Collateral Option	BSBA
UTK	Accounting & Information Management	Accounting	Dual Concentration International Business	BSBA
UTK	Accounting & Information Management	Accounting	Audit and Controls	MAcc
UTK	Accounting & Information Management	Accounting	Taxation	MAcc
UTK	Business Administration (Intercollegiate)	Public Administration		BSBA
UTK	Economics	Economics	Collateral Option	BSBA
UTK	Economics	Economics	Dual Concentration International Business	BSBA
UTK	Economics	Economics	Traditional Option	BSBA
UTK	Economics	Economics		MA
UTK	Economics	Economics		PhD
UTK	Finance	Finance	Collateral Option	BSBA
UTK	Finance	Finance	Dual Concentration Internal Auditing	BSBA

Campus	Department	Major	Submajor	Degree
UTK	Finance	Finance	Dual Concentration International Business	BSBA
UTK	Interdepartmental	Business Administration	Aerospace & Defense MBA (available online)	MBA
UTK	Interdepartmental	Business Administration	Dual JD-MBA Program	MBA
UTK	Interdepartmental	Business Administration	Dual MS-MBA Program	MBA
UTK	Interdepartmental	Business Administration	Executive MBA (available online)	MBA
UTK	Interdepartmental	Business Administration	Finance	MBA
UTK	Interdepartmental	Business Administration	Innovation & Entrepreneurship (2nd Concentration)	MBA
UTK	Interdepartmental	Business Administration	Logistics	MBA
UTK	Interdepartmental	Business Administration	Marketing	MBA
UTK	Interdepartmental	Business Administration	Operations Management	MBA
UTK	Interdepartmental	Business Administration	Physician Executive MBA (available online)	MBA
UTK	Interdepartmental	Business Administration	Professional MBA (available online)	MBA
UTK	interdepartmental	Business Administration	Accounting	PhD
UTK	Interdepartmental	Business Administration	Finance	PhD
UTK	Interdepartmental	Business Administration	Human Resource Development	PhD
UTK	Interdepartmental	Business Administration	Logistics	PhD
UTK	interdepartmental	Business Administration	Organizations & Strategy	PhD
UTK	Interdepartmental	Business Administration	Marketing	PhD
UTK	Interdepartmental	Business Administration	Statistics	PhD
UTK	Interdepartmental	Industrial & Organizational Psychology		PhD
UTK	Management	Human Resource Management	Collateral Option	BSBA
UTK	Management	Human Resource Management	Dual Concentration International Business	BSBA
UTK	Management	Human Resource Management		MS
UTK	Management	Management	Collateral Option	BSBA
UTK	Management	Management	Dual Concentration International Business	BSBA
UTK	Marketing & Logistics	Logistics	Collateral Option	BSBA
UTK	Marketing & Logistics	Logistics	Dual Concentration Information Management	BSBA
UTK	Marketing & Logistics	Logistics	Dual Concentration Internal Auditing	BSBA
UTK	Marketing & Logistics	Logistics	Dual Concentration International Business	BSBA
UTK	Marketing & Logistics	Logistics	Dual Concentration Marketing	BSBA
UTK	Marketing & Logistics	Logistics	Dual Concentration Operations Management	BSBA
UTK	Marketing & Logistics	Logistics	Dual Concentration Statistics	BSBA
UTK	Marketing & Logistics	Marketing	Collateral Option	BSBA
UTK	Marketing & Logistics	Marketing	Dual Concentration Information Management	BSBA
UTK	Marketing & Logistics	Marketing	Dual Concentration Internal Auditing	BSBA

Campus	Department	Major	Submajor	Degree
UTK	Marketing & Logistics	Marketing	Dual Concentration International Business	BSBA
UTK	Marketing & Logistics	Marketing	Dual Concentration Logistics	BSBA
UTK	Marketing & Logistics	Marketing	Dual Concentration Statistics	BSBA
UTK	Statistics, Operations & Mgmt. Science	Business Analytics		MS
UTK	Statistics, Operations & Mgmt. Science	Management Science		PhD
UTK	Statistics, Operations & Mgmt. Science	Statistics	Collateral Option	BSBA
UTK	Statistics, Operations & Mgmt. Science	Statistics	Dual Concentration Internal Auditing	BSBA
UTK	Statistics, Operations & Mgmt. Science	Statistics	Dual Concentration International Business	BSBA
UTK	Statistics, Operations & Mgmt. Science	Statistics	Dual Concentration Logistics	BSBA
UTK	Statistics, Operations & Mgmt. Science	Statistics	Dual Concentration Marketing	BSBA
UTK	Statistics, Operations & Mgmt. Science		Applied Statistical Strategies (available online)	Gr Cert
UTK	Statistics, Operations & Mgmt. Science	Statistics		MS
UTK	Statistics, Operations & Mgmt. Science	Statistics	Industrial Statistics	MS
UTK	College of Communication and Information			
UTK	Advertising & Public Relations, School of	Advertising		BSC
UTK	Advertising & Public Relations, School of	Public Relations		BSC
UTK	Communication Studies, School of	Communication Studies		BAC
UTK	Communication Studies, School of	Communication Studies	Honors Communication Studies	BAC
UTK	Journalism & Electronic Media, School of	Journalism & Electronic Media		BSC
UTK	Information Sciences, School of	Information Sciences (available online)		MS
UTK	Interdepartmental	Communication & Information	Advertising	MS
UTK	Interdepartmental	Communication & Information	Communication Studies	MS
UTK	Interdepartmental	Communication & Information	Journalism & Electronic Media	MS
UTK	Interdepartmental	Communication & Information	Public Relations	MS
UTK	Interdepartmental	Communication & Information	Advertising	PhD
UTK	Interdepartmental	Communication & Information	Communication Studies	PhD
UTK	Interdepartmental	Communication & Information	Information Sciences	PhD
UTK	Interdepartmental	Communication & Information	Journalism & Electronic Media	PhD
UTK	Interdepartmental	Communication & Information	Public Relations	PhD
UTK	College of Education, Health and Human Sciences			
UTK	Child & Family Studies	Child & Family Studies	General-Emphasis	MS
UTK	Child & Family Studies	Child & Family Studies	Teacher-Licensure (PreK-3)	MS
UTK	Child & Family Studies	Child & Family Studies		BSHHS
UTK	Child & Family Studies	Child & Family Studies		PhD

Campus	Department	Major	Submajor	Degree
UTK	Educational Leadership & Policy Studies	College Student Personnel		MS
UTK	Educational Leadership & Policy Studies	Educational Administration		MS
UTK	Educational Leadership & Policy Studies	Education	Educational Administration	EdS
UTK	Educational Leadership & Policy Studies	Higher Education Administration		PhD
UTK	Educational Leadership & Policy Studies		Educational Administration (PreK-12)	Gr Cert
UTK	Educational Leadership & Policy Studies		Urban Education	Gr Cert
UTK	Educational Psychology & Counseling	Counseling	Mental Health Counseling	MS
UTK	Educational Psychology & Counseling	Counseling	Rehabilitation Counseling (available online)	MS
UTK	Educational Psychology & Counseling	Counseling	School Counseling	MS
UTK	Educational Psychology & Counseling	Educational Psychology	Adult Education	MS
UTK	Educational Psychology & Counseling	Educational Psychology	Applied Educational Psychology	MS
UTK	Educational Psychology & Counseling	School Psychology		PhD
UTK	Educational Psychology & Counseling	Counselor Education		PhD
UTK	Educational Psychology & Counseling	Education	Cultural Studies of Educational Foundations	MS
UTK	Educational Psychology & Counseling	Education	Instructional Technology	MS
UTK	Educational Psychology & Counseling	Education	Instructional Technology	EdS
UTK	Educational Psychology & Counseling	Education	School Counseling	EdS
UTK	Educational Psychology & Counseling	Education	School Psychology	EdS
UTK	Educational Psychology & Counseling	Educational Psychology & Research		PhD
UTK	Educational Psychology & Counseling	Educational Psychology & Research	Adult Learning	PhD
UTK	Educational Psychology & Counseling	Educational Psychology & Research	Evaluation, Statistics, and Measurement	PhD
UTK	Educational Psychology & Counseling	Educational Psychology & Research	Evaluation, Statistics, and Measurement	Gr Cert
UTK	Educational Psychology & Counseling		Qualitative Research Methods in Educations	Gr Cert
UTK	Kinesiology, Recreation, & Sport Studies	Kinesiology		BSEd
UTK	Kinesiology, Recreation, & Sport Studies	Kinesiology	Biomechanics	MS
UTK	Kinesiology, Recreation, & Sport Studies	Kinesiology	Exercise Physiology	MS
UTK	Kinesiology, Recreation, & Sport Studies	Kinesiology	Sport Psychology and Motor Behavior	MS
UTK	Kinesiology, Recreation, & Sport Studies	Kinesiology and Sport Studies	Kinesiology	PhD
UTK	Kinesiology, Recreation, & Sport Studies	Kinesiology and Sport Studies	Sport Studies	PhD
UTK	Kinesiology, Recreation, & Sport Studies	Recreation and Sport Management	Sport Management	BSEd
UTK	Kinesiology, Recreation, & Sport Studies	Recreation and Sport Management	Therapeutic Recreation	BSEd
UTK	Kinesiology Recreation & Sport Studies	Recreation and Sport Management	Sport Management	MS
UTK	Kinesiology, Recreation, & Sport Studies	Recreation and Sport Management	Therapeutic Recreation	MS
UTK	Kinesiology, Recreation, & Sport Studies	Recreation and Sport Management	Sport Management (Dual MS-MBA)	MS-MBA
UTK	Interdepartmental	Education	Health Behavior and Health Education	PhD

Campus	Department	Major	Submajor	Degree
UTK	Interdepartmental	Education	Leadership Studies in Education	PhD
UTK	Interdepartmental	Education	Learning Environments and Educational Studies	PhD
UTK	Interdepartmental	Education	Literacy Studies	PhD
UTK	Interdepartmental	Education	Special Education	PhD
UTK	Interdepartmental	Education	Teacher Education	PhD
UTK	Nutrition	Nutrition		BSHHS
UTK	Nutrition	Nutrition	Dual MS-MPH Program	MS-MPH
UTK	Nutrition	Nutrition	Cellular and Molecular Nutrition	MS
UTK	Nutrition	Nutrition	Public Health Nutrition	MS
UTK	Nutrition	Nutritional Sciences		PhD
UTK	Public Health	Public Health	Community Health Education	MPH
UTK	Public Health	Public Health	Dual MS-MPH Program	MS-MPH
UTK	Public Health	Public Health	Health Planning/Administration	MPH
UTK	Public Health	Public Health	Veterinary Public Health	MPH
UTK	Retail, Hospitality, & Tourism Management	Retail, Hospitality, & Tourism Management		PhD
UTK	Retail, Hospitality, & Tourism Management	Hotel, Restaurant, & Tourism		BSSM
UTK	Retail, Hospitality, & Tourism Management	Retail & Consumer Sciences		BSSM
UTK	Theory & Practice in Teacher Education	Art Education		BSEd
UTK	Theory & Practice in Teacher Education	Special Education	Communication Disorders	BSEd
UTK	Theory & Practice in Teacher Education	Special Education	Education of the Deaf & Hard of Hearing	BSEd
UTK	Theory & Practice in Teacher Education	Special Education	Educational Interpreting	BSEd
UTK	Theory & Practice in Teacher Education	Special Education	Modified & Comprehensive Special Education	BSEd
UTK	Theory & Practice in Teacher Education	Teacher Education	Elementary Education	EdS
UTK	Theory & Practice in Teacher Education	Teacher Education	Educational Technology	EdS
UTK	Theory & Practice in Teacher Education	Teacher Education	English Education	EdS
UTK	Theory & Practice in Teacher Education	Teacher Education	Foreign Language/ESL Education	EdS
UTK	Theory & Practice in Teacher Education	Teacher Education	Mathematics Education	EdS
UTK	Theory & Practice in Teacher Education	Teacher Education	Reading Education	EdS
UTK	Theory & Practice in Teacher Education	Teacher Education	Science Education	EdS
UTK	Theory & Practice in Teacher Education	Teacher Education	Social Science Education	EdS
UTK	Theory & Practice in Teacher Education	Teacher Education	Special Education	EdS
UTK	Theory & Practice in Teacher Education	Teacher Education	Track 1- Art Education	MS
UTK	Theory & Practice in Teacher Education	Teacher Education	Track 1- Early Childhood Special Education	MS
UTK	Theory & Practice in Teacher Education	Teacher Education	Track 1- Educ of the Deaf & Hard of Hearing	MS

Campus	Department	Major	Submajor	Degree
UTK	Theory & Practice in Teacher Education	Teacher Education	Track 1- Elementary Education	MS
UTK	Theory & Practice in Teacher Education	Teacher Education	Track 1- English Education	MS
UTK	Theory & Practice in Teacher Education	Teacher Education	Track 1- Foreign Language/ESL Education	MS
UTK	Theory & Practice in Teacher Education	Teacher Education	Track 1- Mathematics Education	MS
UTK	Theory & Practice in Teacher Education	Teacher Education	Track 1- Reading Education	MS
UTK	Theory & Practice in Teacher Education	Teacher Education	Track 1- Science Education	MS
UTK	Theory & Practice in Teacher Education	Teacher Education	Track 1- Science Education (Informal Education)	MS
UTK	Theory & Practice in Teacher Education	Teacher Education	Track 1- Social Science Education	MS
UTK	Theory & Practice in Teacher Education	Teacher Education	Track 1- Special Education	MS
UTK	Theory & Practice in Teacher Education	Teacher Education	Track 2- Art Education	MS
UTK	Theory & Practice in Teacher Education	Teacher Education	Track 2- Educ of the Deaf & Hard of Hearing	MS
UTK	Theory & Practice in Teacher Education	Teacher Education	Track 2- Elementary Teaching	MS
UTK	Theory & Practice in Teacher Education	Teacher Education	Track 2 - English Language Learning	MS
UTK	Theory & Practice in Teacher Education	Teacher Education	Track 2- Middle Grades Teaching	MS
UTK	Theory & Practice in Teacher Education	Teacher Education	Track 2- Modified & Early Childhood Special Ed	MS
UTK	Theory & Practice in Teacher Education	Teacher Education	Track 2 - Secondary Teaching	MS
UTK	College of Engineering			
UTK	Chemical & Biomolecular Engineering	Chemical Engineering		BSCHE
UTK	Chemical & Biomolecular Engineering	Chemical Engineering	Biomolecular Engineering	BSCHE
UTK	Chemical & Biomolecular Engineering	Chemical Engineering	Honors Biomolecular Engineering	BSCHE
UTK	Chemical & Biomolecular Engineering	Chemical Engineering	Honors Chemical Engineering	BSCHE
UTK	Chemical & Biomolecular Engineering	Chemical Engineering	Advanced Control Systems	MS
UTK	Chemical & Biomolecular Engineering	Chemical Engineering	Chemical Bioengineering	MS
UTK	Chemical & Biomolecular Engineering	Chemical Engineering	Chemical Engineering	MS
UTK	Chemical & Biomolecular Engineering	Chemical Engineering	Dual MS-MBA Program	MS-MBA
UTK	Chemical & Biomolecular Engineering	Chemical Engineering	Polymer Science & Engineering	MS
UTK	Chemical & Biomolecular Engineering	Chemical Engineering	Advanced Control Systems	PhD
UTK	Chemical & Biomolecular Engineering	Chemical Engineering	Chemical Bioengineering	PhD
UTK	Chemical & Biomolecular Engineering	Chemical Engineering	Chemical Engineering	PhD
UTK	Chemical & Biomolecular Engineering	Chemical Engineering	Polymer Science & Engineering	PhD
UTK	Chemical & Biomolecular Engineering		Sustainability Science	Gr Cert
UTK	Civil & Environmental Engineering	Civil Engineering		BSCE
UTK	Civil & Environmental Engineering	Civil Engineering	Honors Civil Engineering	BSCE
UTK	Civil & Environmental Engineering	Civil Engineering	Construction Engineering	MS
UTK	Civil & Environmental Engineering	Civil Engineering	Geotechnical/ Materials Engineering	MS

Campus	Department	Major	Submajor	Degree
UTK	Civil & Environmental Engineering	Civil Engineering	Public Works Engineering (available online)	MS
UTK	Civil & Environmental Engineering	Civil Engineering	Structural Engineering	MS
UTK	Civil & Environmental Engineering	Civil Engineering	Transportation Engineering	MS
UTK	Civil & Environmental Engineering	Civil Engineering	Dual MS-MBA Program	MS-MBA
UTK	Civil & Environmental Engineering	Civil Engineering	Construction Engineering	PhD
UTK	Civil & Environmental Engineering	Civil Engineering	Environmental Engineering	PhD
UTK	Civil & Environmental Engineering	Civil Engineering	Geotechnical/Materials Engineering	PhD
UTK	Civil & Environmental Engineering	Civil Engineering	Public Works Engineering	PhD
UTK	Civil & Environmental Engineering	Civil Engineering	Structural Engineering	PhD
UTK	Civil & Environmental Engineering	Civil Engineering	Transportation Engineering	PhD
UTK	Civil & Environmental Engineering	Environmental Engineering (available online)	Water Resources Engineering	MS
UTK	Civil & Environmental Engineering	Environmental Engineering	Dual MS-MBA Program	MS-MBA
UTK	Electrical Eng & Computer Science	Computer Engineering		BSCOME
UTK	Electrical Eng & Computer Science	Computer Engineering	Honors Computer Engineering	BSCOME
UTK	Electrical Eng & Computer Science	Computer Engineering	Computer Architecture	MS
UTK	Electrical Eng & Computer Science	Computer Engineering	Computer Networks	MS
UTK	Electrical Eng & Computer Science	Computer Engineering	Computer Vision	MS
UTK	Electrical Eng & Computer Science	Computer Engineering	Data Fusion	MS
UTK	Electrical Eng & Computer Science	Computer Engineering	Data Structures	MS
UTK	Electrical Eng & Computer Science	Computer Engineering	Data Visualization	MS
UTK	Electrical Eng & Computer Science	Computer Engineering	Dual MS-MBA Program	MS-MBA
UTK	Electrical Eng & Computer Science	Computer Engineering	Embedded Systems	MS
UTK	Electrical Eng & Computer Science	Computer Engineering	Image Processing	MS
UTK	Electrical Eng & Computer Science	Computer Engineering	Information Systems	MS
UTK	Electrical Eng & Computer Science	Computer Engineering	VLSI System Design	MS
UTK	Electrical Eng & Computer Science	Computer Engineering	Computer Architecture	PhD
UTK	Electrical Eng & Computer Science	Computer Engineering	Computer Networks	PhD
UTK	Electrical Eng & Computer Science	Computer Engineering	Computer Vision	PhD
UTK	Electrical Eng & Computer Science	Computer Engineering	Data Fusion	PhD
UTK	Electrical Eng & Computer Science	Computer Engineering	Data Structures	PhD
UTK	Electrical Eng & Computer Science	Computer Engineering	Data Visualization	PhD
UTK	Electrical Eng & Computer Science	Computer Engineering	Embedded Systems	PhD
UTK	Electrical Eng & Computer Science	Computer Engineering	Image Processing	PhD
UTK	Electrical Eng & Computer Science	Computer Engineering	Information Systems	PhD

Campus	Department	Major	Submajor	Degree
UTK	Electrical Eng & Computer Science	Computer Engineering	VLSI System Design	PhD
UTK	Electrical Eng & Computer Science	Computer Science		BSCS
UTK	Electrical Eng & Computer Science	Computer Science	Honors	BSCS
UTK	Electrical Eng & Computer Science	Computer Science		MS
UTK	Electrical Eng & Computer Science	Computer Science	Dual MS-MBA Program	MS-MBA
UTK	Electrical Eng & Computer Science	Computer Science		PhD
UTK	Electrical Eng & Computer Science	Electrical Engineering		BSEE
UTK	Electrical Eng & Computer Science	Electrical Engineering	Honors Electrical Engineering	BSEE
UTK	Electrical Eng & Computer Science	Electrical Engineering	Circuit Theory	MS
UTK	Electrical Eng & Computer Science	Electrical Engineering	Communication Theory	MS
UTK	Electrical Eng & Computer Science	Electrical Engineering	Computers	MS
UTK	Electrical Eng & Computer Science	Electrical Engineering	Control Systems	MS
UTK	Electrical Eng & Computer Science	Electrical Engineering	Dual MS-MBA Program	MS-MBA
UTK	Electrical Eng & Computer Science	Electrical Engineering	Electro-Optics	MS
UTK	Electrical Eng & Computer Science	Electrical Engineering	Electromagnetic Theory	MS
UTK	Electrical Eng & Computer Science	Electrical Engineering	Plasma Engineering	MS
UTK	Electrical Eng & Computer Science	Electrical Engineering	Power Electronics	MS
UTK	Electrical Eng & Computer Science	Electrical Engineering	Power Systems	MS
UTK	Electrical Eng & Computer Science	Electrical Engineering	Solid-State Electronics	MS
UTK	Electrical Eng & Computer Science	Electrical Engineering	Circuit Theory	PhD
UTK	Electrical Eng & Computer Science	Electrical Engineering	Communication Theory	PhD
UTK	Electrical Eng & Computer Science	Electrical Engineering	Computers	PhD
UTK	Electrical Eng & Computer Science	Electrical Engineering	Control Systems	PhD
UTK	Electrical Eng & Computer Science	Electrical Engineering	Electro-optics	PhD
UTK	Electrical Eng & Computer Science	Electrical Engineering	Electromagnetic Theory	PhD
UTK	Electrical Eng & Computer Science	Electrical Engineering	Plasma Engineering	PhD
UTK	Electrical Eng & Computer Science	Electrical Engineering	Power Electronics	PhD
UTK	Electrical Eng & Computer Science	Electrical Engineering	Power Systems	PhD
UTK	Electrical Eng & Computer Science	Electrical Engineering	Solid-State Electronics	PhD
UTK	Industrial & Information Engineering		Engineering Management (available online)	Gr Cert
UTK	Industrial & Information Engineering	Industrial Engineering		BSIE
UTK	Industrial & Information Engineering	Industrial Engineering	Honors Industrial Engineering	BSIE
UTK	Industrial & Information Engineering	Industrial Engineering	Dual MS-MBA Program	MS-MBA
UTK	Industrial & Information Engineering	Industrial Engineering	Engineering Management (available online)	MS
UTK	Industrial & Information Engineering	Industrial Engineering	Engineering Management	PhD

Campus	Department	Major	Submajor	Degree
UTK	Intercollegiate	Engineering Physics		BSEP
UTK	Intercollegiate	Engineering Physics	Honors Engineering Physics	BSEP
UTK	Interdepartmental		Reliability & Maintainability Engineering (available online)	Gr Cert
UTK	Interdepartmental	Reliability & Maintainability Engineering	Chemical Engineering (available online)	Gr Cert
UTK	Interdepartmental	Reliability & Maintainability Engineering	Computer Engineering (available online)	Gr Cert
UTK	Interdepartmental	Reliability & Maintainability Engineering	Electrical Engineering (available online)	Gr Cert
UTK	Interdepartmental	Reliability & Maintainability Engineering	Industrial Engineering (available online)	Gr Cert
UTK	Interdepartmental	Reliability & Maintainability Engineering	Mechanical Engineering (available online)	Gr Cert
UTK	Interdepartmental	Reliability & Maintainability Engineering	Nuclear Engineering (available online)	Gr Cert
UTK	Interdepartmental	Reliability & Maintainability Engineering	Aerospace Engineering	MS
UTK	Interdepartmental	Reliability & Maintainability Engineering	Biomedical Engineering	MS
UTK	Interdepartmental	Reliability & Maintainability Engineering	Mechanical Engineering (available online)	MS
UTK	Interdepartmental	Reliability & Maintainability Engineering	Chemical Engineering (available online)	MS
UTK	Interdepartmental	Reliability & Maintainability Engineering	Computer Engineering (available online)	MS
UTK	Interdepartmental	Reliability & Maintainability Engineering	Electrical Engineering (available online)	MS
UTK	Interdepartmental	Reliability & Maintainability Engineering	Industrial Engineering (available online)	MS
UTK	Interdepartmental	Reliability & Maintainability Engineering	Materials Science & Engineering	MS
UTK	Interdepartmental	Reliability & Maintainability Engineering	Nuclear Engineering (available online)	MS
UTK	Materials Science & Engineering	Materials Science & Engineering		BSMSE
UTK	Materials Science & Engineering	Materials Science & Engineering	Biomaterials	BSMSE
UTK	Materials Science & Engineering	Materials Science & Engineering	Honors Biomaterials	BSMSE
UTK	Materials Science & Engineering	Materials Science & Engineering	Honors Materials Science & Engineering	BSMSE
UTK	Materials Science & Engineering	Materials Science & Engineering	Nanomaterials	BSMSE
UTK	Materials Science & Engineering	Materials Science & Engineering	Dual MS-MBA Program	MS-MBA
UTK	Materials Science & Engineering	Materials Science & Engineering	Materials	MS
UTK	Materials Science & Engineering	Materials Science & Engineering	Metallurgy	MS
UTK	Materials Science & Engineering	Materials Science & Engineering	Nanomaterials	MS
UTK	Materials Science & Engineering	Materials Science & Engineering	Nanomaterials	PhD
UTK	Materials Science & Engineering	Materials Science & Engineering	Polymers	MS
UTK	Materials Science & Engineering	Materials Science & Engineering	Materials	PhD
UTK	Materials Science & Engineering	Materials Science & Engineering	Metallurgy	PhD
UTK	Materials Science & Engineering	Materials Science & Engineering	Polymers	PhD
UTK	Materials Science & Engineering	Polymer Engineering	Polymer Processing	MS
UTK	Materials Science & Engineering	Polymer Engineering	Polymer Science	MS

Campus	Department	Major	Submajor	Degree
UTK	Materials Science & Engineering	Polymer Engineering	Polymer Processing	PhD
UTK	Materials Science & Engineering	Polymer Engineering	Polymer Science	PhD
UTK	Mechanical, Aerospace, & Biomed. Engr.		Computational Fluid Dynamics (available online)	Gr Cert
UTK	Mechanical, Aerospace, & Biomed. Engr.	Aerospace Engineering		BSAE
UTK	Mechanical, Aerospace, & Biomed. Engr.	Aerospace Engineering	Honors Aerospace Engineering	BSAE
UTK	Mechanical, Aerospace, & Biomed. Engr.	Aerospace Engineering		MS
UTK	Mechanical, Aerospace, & Biomed. Engr.	Aerospace Engineering	Applied Mechanics	MS
UTK	Mechanical, Aerospace, & Biomed. Engr.	Aerospace Engineering	Systems and Controls	MS
UTK	Mechanical, Aerospace, & Biomed. Engr.	Aerospace Engineering	Thermal-Fluid Mechanics	MS
UTK	Mechanical, Aerospace, & Biomed. Engr.	Aerospace Engineering	Dual MS-MBA Program	MS-MBA
UTK	Mechanical, Aerospace, & Biomed. Engr.	Aerospace Engineering		PhD
UTK	Mechanical, Aerospace, & Biomed. Engr.	Aerospace Engineering	Applied Mechanics	PhD
UTK	Mechanical, Aerospace, & Biomed. Engr.	Aerospace Engineering	Systems and Controls	PhD
UTK	Mechanical, Aerospace, & Biomed. Engr.	Aerospace Engineering	Thermal-Fluid Mechanics	PhD
UTK	Mechanical, Aerospace, & Biomed. Engr.	Biomedical Engineering		BSBME
UTK	Mechanical, Aerospace, & Biomed. Engr.	Biomedical Engineering	Honors Biomedical Engineering	BSBME
UTK	Mechanical, Aerospace, & Biomed. Engr.	Biomedical Engineering		MS
UTK	Mechanical, Aerospace, & Biomed. Engr.	Biomedical Engineering	Biomechanics	MS
UTK	Mechanical, Aerospace, & Biomed. Engr.	Biomedical Engineering	Biomedical Systems	MS
UTK	Mechanical, Aerospace, & Biomed. Engr.	Biomedical Engineering	Dual MS-MBA Program	MS-MBA
UTK	Mechanical, Aerospace, & Biomed. Engr.	Biomedical Engineering		PhD
UTK	Mechanical, Aerospace, & Biomed. Engr.	Biomedical Engineering	Biomechanics	PhD
UTK	Mechanical, Aerospace, & Biomed. Engr.	Biomedical Engineering	Biomedical Systems	PhD
UTK	Mechanical, Aerospace, & Biomed. Engr.	Engineering Science		MS
UTK	Mechanical, Aerospace, & Biomed. Engr.	Engineering Science	Flight Test Engineering (UTSI only)	MS
UTK	Mechanical, Aerospace, & Biomed. Engr.	Engineering Science	Applied Mechanics	MS
UTK	Mechanical, Aerospace, & Biomed. Engr.	Engineering Science	Systems and Controls	MS
UTK	Mechanical, Aerospace, & Biomed. Engr.	Engineering Science	Thermal-Fluid Mechanics	MS
UTK	Mechanical, Aerospace, & Biomed. Engr.	Engineering Science	Dual MS-MBA Program	MS-MBA
UTK	Mechanical, Aerospace, & Biomed. Engr.	Engineering Science		PhD
UTK	Mechanical, Aerospace, & Biomed. Engr.	Engineering Science	Applied Mechanics	PhD
UTK	Mechanical, Aerospace, & Biomed. Engr.	Engineering Science	Systems and Controls	PhD
UTK	Mechanical, Aerospace, & Biomed. Engr.	Engineering Science	Thermal-Fluid Mechanics	PhD
UTK	Mechanical, Aerospace, & Biomed. Engr.	Mechanical Engineering		BSME
UTK	Mechanical, Aerospace, & Biomed. Engr.	Mechanical Engineering	Honors Mechanical Engineering	BSME

Campus	Department	Major	Submajor	Degree
UTK	Mechanical, Aerospace, & Biomed. Engr.	Mechanical Engineering	Dual MS-MBA Program	MS-MBA
UTK	Mechanical, Aerospace, & Biomed. Engr.	Mechanical Engineering		MS
UTK	Mechanical, Aerospace, & Biomed. Engr.	Mechanical Engineering	Applied Mechanics	MS
UTK	Mechanical, Aerospace, & Biomed. Engr.	Mechanical Engineering	Systems and Controls	MS
UTK	Mechanical, Aerospace, & Biomed. Engr.	Mechanical Engineering	Thermal-Fluid Mechanics	MS
UTK	Mechanical, Aerospace, & Biomed. Engr.	Mechanical Engineering		PhD
UTK	Mechanical, Aerospace, & Biomed. Engr.	Mechanical Engineering	Applied Mechanics	PhD
UTK	Mechanical, Aerospace, & Biomed. Engr.	Mechanical Engineering	Systems and Controls	PhD
UTK	Mechanical Aerospace & Biomed. Engr.	Mechanical Engineering	Thermal-Fluid Mechanics	PhD
UTK	Nuclear Engineering	Nuclear Engineering		BSNE
UTK	Nuclear Engineering	Nuclear Engineering	Honors Nuclear Engineering	BSNE
UTK	Nuclear Engineering	Nuclear Engineering	Honors Radiological Engineering	BSNE
UTK	Nuclear Engineering	Nuclear Engineering	Radiological Engineering	BSNE
UTK	Nuclear Engineering	Nuclear Engineering	(available online)	MS
UTK	Nuclear Engineering	Nuclear Engineering	Dual MS-MBA Program	MS-MBA
UTK	Nuclear Engineering	Nuclear Engineering	Radiological Engineering	MS
UTK	Nuclear Engineering	Nuclear Engineering		PhD
UTK	Nuclear Engineering	Nuclear Engineering	Radiological Engineering	PhD
UTK	Nuclear Engineering		Nuclear Criticality Safety (available online)	Gr Cert
UTK	Nuclear Engineering		Nuclear Security Science & Analysis	Gr Cert
UTK	College of Law			
UTK	Law	Law		JD
UTK	Law	Law	Advocacy & Dispute Resolution	JD
UTK	Law	Law	Business Transactions	JD
UTK	Law	Law	Dual JD/MBA Program	JD/MBA
UTK	Law	Law	Dual JD/MPA Program	JD/MPA
UTK	College of Nursing			
UTK	Nursing		Adult Health Nursing	Gr Cert
UTK	Nursing		Family Nurse Practitioner	Gr Cert
UTK	Nursing		Homeland Security Nursing	Gr Cert
UTK	Nursing		Homeland Security Studies	Gr Cert
UTK	Nursing		Mental Health Nursing	Gr Cert
UTK	Nursing		Nurse Anesthesia	Gr Cert
UTK	Nursing		Nursing Administration	Gr Cert
UTK	Nursing		Nursing Education	Gr Cert

Campus	Department	Major	Submajor	Degree
UTK	Nursing		Nursing of Women & Children	Gr Cert
UTK	Nursing	Nursing		BSN
UTK	Nursing	Nursing	RN Track (available online)	BSN
UTK	Nursing	Nursing	Adult Health Nursing	MSN
UTK	Nursing	Nursing	Family Nurse Practitioner	MSN
UTK	Nursing	Nursing	Homeland Security Nursing	MSN
UTK	Nursing	Nursing	Mental Health Nursing	MSN
UTK	Nursing	Nursing	Nurse Anesthesia	MSN
UTK	Nursing	Nursing	Nursing Administration	MSN
UTK	Nursing	Nursing	Nursing of Women & Children	MSN
UTK	Nursing	Nursing	(available online)	PhD
UTK	Intercollegiate			
UTK	Intercollegiate	Aviation Systems (at UTSI)	(available online)	MS
UTK	Intercollegiate	Comparative & Experimental Medicine		MS
UTK	Intercollegiate	Comparative & Experimental Medicine		PhD
UTK	College of Social Work			
UTK	Social Work	Social Work		BSSW
UTK	Social Work	Social Work	Honors Social Work	BSSW
UTK	Social Work	Social Work (available online)	Evidence-based Practice Across Systems	MSSW
UTK	Social Work	Social Work (available online)	Evidence-based Interpersonal	MSSW
UTK	Social Work		Gerontology	Gr Cert
UTK	Social Work		Veterinary Social Work	
UTK	Social Work	Social Work		PhD
UTK	College of Veterinary Medicine			
UTK	Veterinary Medicine	Veterinary Medicine		DVM

Appendix B

List of units with links to resumes, unit goals, and learner outcomes

Office ⁵⁶	Title	Person	Assessment Documents
Office of the President			
University of Tennessee	President	Joseph A. DiPietro	
	Chancellor, Agriculture, Interim	Buddy Mitchell	
	Chancellor, Knoxville	Jimmy G. Cheek	
	Chancellor, Memphis	Steve J. Schwab	
	Executive Vice President and Chief Operating Officer	David E. Millhorn	
	Vice President, Academic Affairs and Student Success, Interim	Katherine B. High	
	Vice President, Development and Alumni Affairs, Interim	Scott A. Rabenold	
	Vice President, Equity and Diversity	Theotis Robinson, Jr.	
	Vice President, Government and Public Relations	Henry C. Dye	
	Vice President, Human Resources	Linda B. Hendricks	
	Vice President, Public Services	Mary H. Jiinks	
	Treasurer and Chief Investment Officer, Interim Chief Financial Officer	Charles M. Peccolo, Jr.	
	General Counsel and Secretary to the Board of Trustees	Catherine S. Mizell	
	Executive Director, Alumni Affairs	Lofton K. Stuart, Jr.	
	Executive Director, Audit and Consulting Services, Acting	Judith A. Burns	
Chief Information Officer	R. Scott Studham		

⁵⁶ To access unit goals and plans, click on unit name; to access resumes or cv's, click on title or name; to access assessment documents, click on degree/program name.

Office ⁵⁶	Title	Person	Assessment Documents
Memphis Campus			
University of Tennessee Health Science Center	Chancellor, Memphis	Steve J. Schwab	
	Executive Vice Chancellor and Chief Operations Officer	Kennard D. Brown	
	Vice Chancellor, Academic, Faculty and Student Affairs	Cheryl R. Scheid	
	Vice Chancellor, Clinical Affairs and Executive Dean, Interim	James Lacey Smith	
	Vice Chancellor, Development and Alumni Affairs, Interim	Keith S. Carver, Jr.	
	Vice Chancellor, Finance and Operations	Anthony A. Ferrara	
	Vice Chancellor, Research	Leonard R. Johnson	
	Associate Vice Chancellor, Student Affairs	Sonya Gyjuan Smith	
	Assistant Vice Chancellor, Alumni Affairs, Acting	Kristopher R. Phillips	
	Assistant Vice Chancellor, Business	Steve Rowland	
	Assistant Vice Chancellor, Development	Gloria Greiner-Callihan	
	Assistant Vice Chancellor, Faculty Administration	Cynthia K. Russell	
	Assistant Vice Chancellor, Finance	Pamala A. Vaughn	
	Assistant Vice Chancellor, Institutional Research and Education Technology	Chanchai Singhanyok McDonald	
Assistant Vice Chancellor, Research	Deborah L. Smith		
College of Allied Health Sciences	Dean	Noma Bennett Anderson	Doctorate of Audiology in Audiology
	Assistant Dean, Research	Audrey Zucker-Levin	Bachelor of Science in Dental Hygiene
	Assistant Dean, Academic and Faculty Affairs	Barbara DuBray Benstein	Bachelor of Science in Health Informatics and Information Management
	Assistant Dean, Administration	Chandra West-Alston	Bachelor of Science in Medical Technology
	Assistant Dean, Student Affairs	Richard John Kasser	Bachelor of Science and Master of Occupational Therapy
Department of Audiology and Speech Pathology	Chair, Interim	Ashley Whicker Harkrider	Doctor of Physical Therapy Master of Cytopathology Practice
Department of Clinical	Chair	Linda Light Ross	Master in Dental Hygiene

Office ⁵⁶	Title	Person	Assessment Documents
Laboratory Sciences			Master of Health Informatics and Information Management
Department of Dental Hygiene	Chair	Susan J. Crim	
Department of Health Informatics and Information Management	Chair	Rebecca Barron Reynolds	Master of Science in Speech-Language Pathology Doctor of Science in Physical Therapy
Department of Occupational Therapy, Interim	Chair	Lawrence W. Faulkner	
Department of Physical Therapy	Chair	Carol Ann Counts Likens	
	Director, Graduate Program, Dental Hygiene	Nancy J. Williams	
	Director, Graduate Program, Medical Technology	Linda Light Ross	
	Director, Graduate Program, Physical Therapy	Pamela D. Ritzline	
	Director, School of Cytotechnology	Barbara DuBray-Benstein	
	Director, Undergraduate Program, Dental Hygiene	Cassandra Holder Ballard	
	Director, Occupational Therapy Program	Lawrence W. Faulkner	
College of Dentistry	Dean	Timothy L. Hottel	Doctor of Dental Surgery (DDS)
	Senior Executive Associate Dean, Research	Franklin García-Godoy	
	Associate Dean, Academic Affairs	Mark Randall Patters	
	Associate Dean, Clinical Affairs	Lloyd A. George	
	Associate Dean, Admissions and Student Affairs	John Stansill Covington, III	
Department of Bioscience Research	Chair	Franklin García-Godoy	
Department of Endodontics	Chair	Peter M. Di Fiore	
Department of Oral and Maxillofacial Surgery	Chair	Lawrence W. Weeda, Jr.	
Department of Orthodontics	Chair	Terry M. Trojan	
Department of Pediatric Dentistry and Community Oral Hygiene	Chair	Lina Cardenas	

Office ⁵⁶	Title	Person	Assessment Documents
Department of Periodontology	Chair	Paul S. Bland	
Department of Prosthodontics	Chair	Russell Anthony Wicks	
Department of Restorative Dentistry	Chair	Janet L. Harrison	
	Director, Advanced Education in General Dentistry	Kenneth A. King	
	Director, Biomaterials Research	Antheunis Vesluis	
	Director, Dental Program	Mark R. Patters	
	Director, Division of Community Oral Health	James R. Kimmelman	
	Director, Division of Esthetic Dentistry	James F. Simon	
	Director, Faculty Practice	Maurice W. Lewis	
	Director, Graduate Orthodontics	Terry M. Trojan	
	Director, Graduate Periodontology	Swati Y. Rawal	
	Director, Graduate Program in Oral and Maxillofacial Surgery	James M. Christian	
	Director, Graduate Program in Pediatric Dentistry	Martin E. Donaldson	
	Director, Graduate Program in Prosthodontics	David Richard Cagna	
	Director, Implantology	Cimara Foretes Ferreira	
	Director, Oral and Maxillofacial Diagnostic Service Lab	Harry H. Mincer	
	Director, Oral Diagnosis	Marjorie Andrews Woods	
	Director, Oral Medicine	Cesar Augusto Migliorati	
	Director, Oral Pathology	Kenneth Mark Anderson	
	Director, Orthodontics Clinic	Jere Lamar Yates	
	Director, Pre-doctoral Clinics	John D. Seeberg	
	Director, Prosthodontics	Michael Alan McBride	
	Director, Quality Assurance	Stuart Allen Caplan	
	Director, Undergraduate Pediatric Dentistry	Harry Kelsie Sharp	
College of Graduate Health	Dean	Cheryl R. Scheid	Master of Dental Sciences

Office ⁵⁶	Title	Person	Assessment Documents
Sciences	Associate Dean	Mitchell A. Watsky	Master of Science in Biomedical Engineering
	Associate Dean	Isaac O. Donkor	Master of Science in Biomedical Sciences
	Associate Dean	Bernd Meibohm	Master of Science in Epidemiology
	Associate Dean	Donald Brent Thomason	Master of Science in Health Outcomes and Policy Research
	Chair, Dental Science	Sidney Stein	Master of Science in Pharmaceutical Sciences
	Chair, Medicine Programs	Mitchell A. Watsky	Master of Science in Pharmacology
	Chair, Pharmacy	Bernd Meibohm	Doctor of Philosophy in Biomedical Engineering
	Director, Epidemiology	Pamela D. Connor	Doctor of Philosophy in Biomedical Sciences
	Director, Health Outcomes and Policy Research	Lawrence M. Brown	Doctor of Philosophy in Health Outcomes and Policy Research
	Director, Integrated Program in Biomedical Sciences	James Patrick Ryan	Doctor of Philosophy in Nursing
	Director, Nursing	Patricia A. Cowan	Doctor of Philosophy in Pharmaceutical Sciences
	Director, Orthodontics	Terry M. Trojan	Doctor of Philosophy in Speech and Hearing Science
	Director, Pediatric Dentistry and Periodontology	Martin E. Donaldson	
	Director, Pharmaceutical Sciences	Isaac O. Donkor	
	Director, Pharmacology	Edwards A. Park	
	Director, Prosthodontics	David Richard Cagna	
Director, Speech and Hearing Science	Patrick N. Plyler		
College of Medicine	Executive Dean	Steve J. Schwab	Doctor of Medicine
	Dean, Interim	James Lacey Smith	
	Dean, Graduate School of Medicine, Knoxville	James J. Neutens	
	Associate Dean, Admissions and Student Affairs	Nancy Owen Patterson Phillips	
	Associate Dean, Clinical Affairs	James Lacey Smith	
	Associate Dean, Faculty Affairs	Polly A. Hofmann	
	Associate Dean, Finance and Administration	James Timothy Mashburn	
	Associate Dean, Graduate Medical Education and Continuing Medical Education	Eugene C. Mangiante, Jr.	
	Associate Dean, Graduate Studies	Mitchell A. Watsky	

Office ⁵⁶	Title	Person	Assessment Documents
	Associate Dean, Medical Education	Robert G. Shreve	
	Associate Dean, Research	Leigh Darryl Quarles	
	Associate Dean, Academic Affairs and Continuing Medical Education, Chattanooga	Robert Clifford Fore	
	Assistant Dean, Admissions	E. Nelson Strother, Jr.	
	Assistant Dean, Basic Science Curriculum	James Patrick Ryan	
	Assistant Dean, Clinical Affairs	Raza Ali Dilawari	
	Assistant Dean, Clinical Curriculum	Susan Crouch Brewer	
	Assistant Dean, Graduate Medical Education and Continuing Medical Education	R. Christopher Walton	
	Assistant Dean, Graduate Medical Education and Continuing Medical Education	Mary T. Watson	
	Assistant Dean, Minority Student Affairs	Gerald J. Presbury	
	Director, Medicine Program	Robert G. Shreve	
Department of Anatomy and Neurobiology	Chair	Matthew Ennis	
Department of Anesthesiology	Chair	John Zanella	
Department of Biomedical Engineering and Imaging	Chair	Steven J. Bares	
Department of Comparative Medicine	Chair	Timothy D. Mandrell	
Department of Family Medicine	Chair	David L. Maness	
Department of Medicine	Chair	Guy Leland Reed, III	
Department of Molecular Science	Chair	Gerald I. Byrne	
Department of Neurology	Chair	William A. Pulsinelli	
Department of Neurosurgery	Chair	Jon Hobson Robertson	
Department of Obstetrics and Gynecology	Chair	Giancarlo Mari	
Department of Ophthalmology	Chair	James C. Fleming	

Office ⁵⁶	Title	Person	Assessment Documents
Department of Orthopaedic Surgery	Chair	Sturla Terrance Canale	
Department of Otolaryngology	Chair	Jerome Walter Thompson	
Department of Pathology	Chair	Charles Russell Handorf	
Department of Pediatrics	Chair	Russell W. Chesney	
Department of Pharmacology	Chair	Burt M. Sharp	
Department of Physiology	Chair	Gabor Joseph Tigyi	
Department of Plastic Surgery	Chair	Robert D. Wallace	
Department of Preventive Medicine	Chair	Karen Lynn Chandler Johnson	
Department of Psychiatry	Chair	James Allen Greene	
Department of Radiology	Chair	Harris L. Cohen	
Department of Surgery	Chair	Timothy C. Fabian	
Department of Urology	Chair	Robert William Wake	
College of Nursing	Dean	Donna K. Hathaway	Master of Science in Nursing (MSN) Clinical Nurse Leader (CNL) Master of Science in Nursing (MSN) Certified Registered Nurse Anesthetist (CRNA) Doctor of Nursing Practice (DNP)
	Executive Associate Dean	Susan R. Jacob	
	Associate Dean, Academic Programs	Cheryl Cummings Stegbauer	
	Associate Dean, Research	Mona Lisa Newsome Wicks	
	Assistant Dean, Faculty Practice	Diane Todd Pace	
	Assistant Dean, Student Affairs	Leslie McKeon	
	Director, Health Evaluation and Lifestyle Promotion (HELP)	Diane Todd Pace	
	Director, MSN (CNL)	Tommie L. Norris	
	Director, MSN (non-CNL) and DNP	Cheryl Cummings Stegbauer	
Department of Acute and Chronic Care	Chair	Ann K. Cashion	
Department of Primary Care and Public Health	Chair	Margaret Thorman Hartig	
College of Pharmacy	Dean	Dick R. Gourley	Doctor of Pharmacy (PharmD)
	Executive Associate Dean, Memphis	James Clair Eoff, III	
	Executive Associate Dean, Knoxville	Peter A. Chyka	

Office ⁵⁶	Title	Person	Assessment Documents
	Associate Dean, Academic Affairs	Stephanie J. Phelps	
	Associate Dean, Continuing Education	Glen E. Farr	
	Associate Dean, Graduate Programs and Research	Bernd Meibohm	
	Associate Dean, Clinical Translation Sciences	Phillip David Rogers	
	Associate Dean, Professional Affairs	Debbie C. Byrd	
	Assistant Dean, Assessment and Education	Andrea S. Franks	
	Assistant Dean, Middle Tennessee	David Todd Bess	
Department of Clinical Pharmacy	Chair	Richard Arthur Helms	
Department of Pharmaceutical Sciences	Chair	Duane D. Miller	
Knoxville Area			
Institute of Agriculture	Chancellor, Agriculture, Interim	Buddy Mitchell	
	Dean, College of Agricultural Sciences and Natural Resources	Caula A. Beyl	
	Dean, College of Veterinary Medicine	James P. Thompson	
	Dean, Tennessee Agricultural Experiment Station	William F. Brown	
	Dean, UT Extension	Timothy L. Cross	
College of Agricultural Sciences and Natural Resources	Dean, College of Agricultural Sciences and Natural Resources	Caula A. Beyl	
	Assistant Dean, Academic Programs, Interim	William M. Park	
Department of Agricultural and Resource Economics	Head	Delton C. Gerloff	Bachelor of Science in Agriculture and Resource Economics
	Graduate Director	Roland K. Roberts	
	Undergraduate Coordinator	William M. Park	Master of Science in Agricultural Economics
	Graduate Director, Agricultural Leadership, Education, and Communication	Carrie Stephens	Bachelor of Science in Agricultural Leadership, Education, and Communication
	Undergraduate Coordinator, Agricultural Leadership, Education, and Communication	Bryan Q. Patterson	Master of Science in Agricultural Leadership, Education, and Communication

Office ⁵⁶	Title	Person	Assessment Documents
Department of Animal Science	Head, Interim	John C. Waller	Bachelor of Science in Animal Science
	Graduate Director	J. Lannett Edwards	Master of Science in Animal Science
	Undergraduate Coordinator	Richard N. Heitmann	Doctor of Philosophy in Animal Science
Department of Biosystems Engineering and Environmental Science	Head	Eric C. Drumm	Bachelor of Science in Biosystems Engineering
	Graduate Director, Biosystems Engineering and Biosystems Engineering Technology	Paul D. Ayers	Bachelor of Science in Environmental and Soil Sciences
	Undergraduate Coordinator, Biosystems Engineering	Daniel Yoder	Master of Science in Biosystems Engineering
	Graduate Director, Environmental and Soils Sciences	Michael E. Essington	Master of Science in Biosystems Engineering Technology
	Undergraduate Coordinator, Environmental and Soil Sciences	Joanne Logan	Master of Science in Environmental and Soil Sciences
			Doctor of Philosophy in Biosystems Engineering
			Doctor of Philosophy in Plants, Soils and Insects, Environmental and Soil Sciences concentration
Department of Entomology and Plant Pathology	Head	Carl J. Jones	Master of Science in Entomology and Plant Pathology
	Graduate Director	Ernest C. Bernard	Doctor of Philosophy in Plants, Soils, and Insects, various concentrations
Department of Food Science and Technology	Head	P. Michael Davidson	Bachelor of Science in Food Science and Technology
	Graduate Director	Svetlana Zivanovic	Master of Science in Food Science and Technology
	Undergraduate Coordinator	John Robert Mount	Doctor of Philosophy in Food Science and Technology
Department of Forestry, Wildlife and Fisheries	Head,	Keith L. Belli	Bachelor of Science in Forestry
	Graduate Director	David A. Buehler	Bachelor of Science in Wildlife and Fisheries Science
	Undergraduate Coordinator	Donald G. Hodges	Master of Science in Forestry
			Master of Science in Wildlife and Fisheries Science
			Doctor of Philosophy in Natural Resources
Department of Plant Sciences	Head	Robert M. Augé	Bachelor of Science in Plant Science
	Graduate Director	William E. Klingeman, III	Master of Science in Plant Science
	Undergraduate Coordinator	Andrew J. Pulte	Doctor of Philosophy in Plant, Soils and Insects, various concentrations

Office ⁵⁶	Title	Person	Assessment Documents
College of Veterinary Medicine	Dean	James P. Thompson	Doctor of Veterinary Medicine
	Assistant Dean, Organizational Development and Outreach	Dennis R. Geiser	Master of Science Doctor of Philosophy
	Associate Dean, Academic and Student Affairs	James J. Brace	
	Associate Dean, Research, Interim	Michael F. McEntee	
Department of Comparative Medicine	Head, Interim	Sharon Patton	
Department of Large Animal Clinical Sciences	Head, Interim	Dennis R. Geiser	
Department of Pathobiology	Head	Michael F. McEntee	
Department of Small Animal Clinical Sciences	Head	Claudia A. Kirk	
University of Tennessee, Knoxville	Chancellor, Knoxville	Jimmy G. Cheek	
	Provost and Vice Chancellor, Academic Affairs	Susan D. Martin	
	Vice Chancellor, Communications	Margie Nichols	
	Vice Chancellor, Development and Alumni Affairs	Linda Shreve Davidson	
	Vice Chancellor, Finance and Administration	Chris Cimino	
	Vice Chancellor, Human Resources	Linda B. Hendricks	
	Vice Chancellor, Research, Interim	J. Wesley Hines	
	Vice Chancellor, Student Affairs	W. Timothy Rogers	
	Associate Vice Chancellor	Mary Lewnes Albrecht	
	Executive Director, Space Institute	Robert N. Moore	
Chief Information Officer	R. Scott Studham		
Office of the Provost	Provost and Vice Chancellor, Academic Affairs	Susan D. Martin	
	Vice Provost, Faculty Affairs	Sarah Fisher Gardial	
	Vice Provost, Academic Affairs	Sally J. McMillan	
	Associate Provost and Director, Center for	Pia Christina Wood	

Office ⁵⁶	Title	Person	Assessment Documents
	International Education		
	Associate Provost and Director, Chancellor's Honors Program	Steven P. Dandaneau	
	Assistant Provost, Student Success	Ruth A. Darling	
	Director, Interim, Thornton Athletics Student Life Center	Donna Thomas	
College of Architecture and Design	Dean	John M. McRae	Bachelor of Architecture
	Associate Dean	Barbara Klinkhammer	Bachelor of Science in Interior Design
School of Architecture	Director	Scott Wheland Wall	Master of Landscape Architecture
	Chair, Landscape Architecture	Kenneth D. McCown	Master of Art in Landscape Architecture
	Chair, Graduate Architecture Program	R. Mark DeKay	Master of Science in Landscape Architecture
	Chair, Interior Design	J. David Matthews	Master of Architecture
College of Arts and Sciences	Dean, Interim	Harry Y. McSween, Jr.	
	Executive Associate Dean and Associate Dean, Academic Personnel	John P. Zomchick	
	Associate Dean, Research, Graduate Studies and Facilities	Christine Boake	
	Associate Dean, Academic Programs	Robert J. Hinde	
	Director, Advising Services	Melissa M. Parker	
	Chair, Interdisciplinary Studies, Africana	Asafa Jalata	Bachelor of Arts in Interdisciplinary Studies, African Studies
	Chair, Interdisciplinary Studies, American	Michael R. Fitzgerald	Bachelor of Arts in Interdisciplinary Studies, American Studies
	Chair, Interdisciplinary Studies, Asian	Suzanne E. Wright	Bachelor of Arts in Interdisciplinary Studies, Asian Studies
	Chair, Interdisciplinary Studies, Global	Michael Handelsman	Bachelor of Arts in Interdisciplinary Studies, Global Studies
	Chair, Interdisciplinary Studies, Judaic	Gilya Gerda Schmidt	Bachelor of Arts in Interdisciplinary Studies, Judaic Studies
	Chair, Interdisciplinary Studies, Latin American	Michael Handelsman	Bachelor of Arts in Interdisciplinary Studies, Latin American Studies
	Chair, Interdisciplinary Studies, Linguistics	Dolly Jesusita Young	Bachelor of Arts in Interdisciplinary Studies, Linguistics Studies
	Chair, Interdisciplinary Studies, Medieval	Heather Anne Hirschfeld	Bachelor of Arts in Interdisciplinary Studies, Medieval Studies
	Chair, Interdisciplinary Studies, Women's Studies	Cheryl Brown Travis	Bachelor of Arts in Interdisciplinary Studies, Women's Studies

Office ⁵⁶	Title	Person	Assessment Documents
			Medieval Studies Bachelor of Arts in Interdisciplinary Studies, Women's Studies
Department of Anthropology	Head	Andrew Kramer	Bachelor of Arts
	Associate Head	David G. Anderson	Master of Arts Doctor of Philosophy
School of Art	Director	Dorothy Metzger Habel	Bachelor of Arts
	Associate Director, Graduate Studies	David Wilson	Bachelor of Fine Arts
	Director, Freshman Studies	Emily Ward Bivens	Master of Fine Arts
Department of Biochemistry, Cellular and Molecular Biology	Head	Cynthia B. Peterson	Master of Science
	Associate Head	Engin H. Serpersu	Doctor of Philosophy
	Director, Graduate Studies	Rebecca A. Prosser	
Division of Biology	Director, Biology Teaching and Learning	Elisabeth E. Schussler	Bachelor of Science Master of Science (Interdepartmental/Intercollegiate; life sciences major) Doctor of Philosophy (Interdepartmental/Intercollegiate; life sciences major)
Department of Chemistry	Head	Craig Eliot Barnes	Bachelor of Science
	Associate Head	Charles Stephen Feigerle	Bachelor of Science in Chemistry
	Director, Graduate Studies	Michael Douglas Best	Master of Science
	Director, Undergraduate Studies	Jeffrey Dean Kovac	Doctor of Philosophy
Department of Classics	Head	David W. Tandy	Bachelor of Arts
	Associate Head	Elizabeth H. Sutherland	
Department of Earth and Planetary Sciences	Head, Interim	Larry D. McKay	Bachelor of Science
	Associate Head	Edmund Perfect	Master of Science
	Director, Graduate Studies	Christopher M. Fedo	Doctor of Philosophy
	Director, Undergraduate Studies	Gregory S. Baker	
Department of Ecology and Evolutionary Biology	Head	Gary F. McCracken	Master of Science
	Associate Head	Randall L. Small	Doctor of Philosophy
	Director, Graduate Studies	Benjamin M. Fitzpatrick	
	Director, Undergraduate Studies	James A. Fordyce	
Department of English	Head	Stanton B. Garner, Jr.	Bachelor of Arts

Office ⁵⁶	Title	Person	Assessment Documents
	Associate Head	Misty G. Anderson	Master of Arts
	Director, Graduate Studies	Allen R. Dunn	Doctor of Philosophy
	Director, Undergraduate Studies	Mark Luprecht	
Department of Geography	Head, Interim	Carol P. Harden	Bachelor of Arts
	Associate Head	Ronald A. Foresta	Master of Science
	Director, Graduate Studies	Henri D. Grissio-Mayer	Doctor of Philosophy
Department of History	Head	Thomas E. Burman	Bachelor of Arts
	Associate Head	Palmira Brummett	Master of Science
	Director, Graduate Studies	Robert J. Bast	Doctor of Philosophy
Department of Mathematics	Head	Michael Wallace Frazier	Bachelor of Science
	Director, Graduate Studies	David F. Anderson	Master of Mathematics
	Director, Undergraduate Studies	Charles R. Collins	Master of Science Doctor of Philosophy
Department of Microbiology	Head	Jeffrey Marvin Becker	Master of Science
	Director, Graduate Studies	Steven Wray Wilhelm	Doctor of Philosophy
Department of Modern Foreign Languages and Literature	Head	Erec R. Koch	Bachelor of Arts
	Associate Head	Gregory Blair Kaplan	Master of Arts
	Director, Graduate Studies	Stefanie Ohnesorg	Doctor of Philosophy
	Coordinator, French	Les Essif	
	Coordinator, German	Chauncey J. Mellor	
	Coordinator, Italian	Salvatore DiMaria	
	Coordinator, Russian	Stephen H. Blackwell	
	Coordinator, Spanish	Millie Gimmel	
School of Music	Director	Roger L. Stephens	Bachelor of Arts
	Director, Graduate Studies	Angela L. Batey	Bachelor of Music
	Director, Undergraduate Studies	Barbara A. Murphy	Master of Music
Department of Philosophy	Head	David Anthony Reidy	Bachelor of Arts
	Associate Head	Richard E. Aquila	Master of Arts
	Director, Graduate Studies	E.J. Coffman	Doctor of Philosophy
Department of Physics and Astronomy	Head	Soren P. Sorensen	Bachelor of Science
	Director, Graduate Studies	Marianne Breinig	Master of Science Doctor of Philosophy
Department of Political Science	Head	John M. Scheb, II	Bachelor of Arts
	Associate Head	Yang Zhong	Bachelor of Science in Public Administration (Joint

Office ⁵⁶	Title	Person	Assessment Documents
	Director, Graduate Studies	Brandon C. Prins	with the College of Business Administration)
	Director, Undergraduate Studies	Ian Down	Master of Arts Doctor of Philosophy Master of Public Administration
Department of Psychology	Head	James E. Lawler	Bachelor of Arts
	Associate Head	Cheryl Brown Travis	Master of Arts
	Director, Clinical Training	Deborah Perlman Walsh	Doctor of Philosophy
	Director, Graduate Studies, Experimental Psychology	Lowell Gaertner	
	Director, Graduate Studies, Counseling Psychology	Brent S. Mallinckrodt	
Department of Religious Studies	Head	Rosalind I.J. Hackett	Bachelor of Arts
Department of Sociology	Head	Jon Shefner	Bachelor of Arts
	Associate Head	Sherry Cable	Master of Arts Doctor of Philosophy
Department of Theatre	Head	Calvin MacLean	Bachelor of Arts
	Associate Head	Bill Black	Master of Fine Arts
	Director, Graduate Studies	Terry Weber	
	Director, Undergraduate Studies	Casey Sams	
College of Business Administration	Dean	Jan R. Williams	Master of Business Administration
	Associate Dean, Research and Technology	Robert Thomas Ladd	Doctor of Philosophy (Business Administration and Industrial and Organizational Psychology majors)
	Associate Dean, Strategic Initiatives	Alex Miller	
	Director, Undergraduate Programs	Fred A. Pierce, III	
	Co-Director, Global Leadership Honors Program	Michael Lane Morris	
	Associate Dean, Executive Education	Matthew B. Myers	
	Director, Aerospace & Defense MBA	Andrew W. White	
	Director, Executive MBA	Kate Atchley	
	Director, Executive MBA, Global Supply Chain Management	David Ecklund	
	Director, Physician Executive MBA	Michael J. Stahl	
	Director, Professional MBA	Michael McIntyre	
Executive Director, Full-time MBA	Amy Stevenson Cathey		

Office ⁵⁶	Title	Person	Assessment Documents
Department of Accounting and Information Management	Head	Daniel P. Murphy	Bachelor of Science in Business Administration
	Director, Graduate Studies, Doctoral	Terry L. Neal	Master of Accountancy
	Director, Masters of Accountancy	Kenneth E. Anderson	
	Director, Information Management	Robert M. Fuller	
Department of Economics	Head	Robert A. Bohm	Bachelor of Science in Business Administration
	Director, Graduate Studies and Center for Business and Economic Research	Donald J. Bruce	Bachelor of Arts (joint with College of Arts and Sciences)
	Director, Undergraduate Studies	Jean Gauger	Master of Arts
	Director, Public Administration	Matthew N. Murray	Doctor of Philosophy
Department of Finance	Head	James W. Wansley	Bachelor of Science in Business Administration
	Director, Graduate Studies	Tracie Woitke	
Department of Management	Head	Terry L. Leap	Bachelor of Science in Business Administration (Human Resource Management and Management majors)
	Director, Graduate Studies, Doctoral	Franz W. Kellermanns	Bachelor of Science in Public Administration (Joint with the College of Arts and Sciences)
	Director, Human Resource Management Master's	Michael Lane Morris	Master of Science
Department of Marketing and Logistics	Head	Mark A. Moon	Bachelor of Science in Business Administration (Logistics and Marketing majors)
	Director, Doctoral Graduate Studies, Logistics	Diane A. Mollenkopf	
	Director, Doctoral Graduate Studies, Marketing	Daniel J. Flint	
Department of Statistics, Operations and Management Science	Head	Kenneth C. Gilbert	Bachelor of Science in Business Administration
	Director, Undergraduate Studies	William L. Seaver	Master of Science (Business Analytics and Statistics majors)
	Director, Master's in Business Analytics	Mary G. Leitnaker	Doctor of Philosophy (Management Science major)
	Director, Master's in Statistics	Mary Sue Younger	
	Director, Doctoral Studies, Management Science	N. Chanaka P. Edirisinghe	
College of Communication and Information	Dean	Michael O. Wirth	Master of Science
	Associate Dean	Catherine A. Luther	Doctor of Philosophy
School of Advertising and Public Relations	Director	Ronald E. Taylor	Bachelor of Science in Communications (Advertising and Public Relations majors)
School of Communication	Director	John W. Haas	Bachelor of Science in Communication

Office ⁵⁶	Title	Person	Assessment Documents
Studies			(Communication Studies major)
School of Information Sciences	Director	Edwin Michael Cortez	Master of Science in Information Sciences
School of Journalism and Electronic Media	Director	Peter Gross	Bachelor of Science in Communication (Journalism and Electronic Media major)
College of Education, Health and Human Sciences	Dean	Robert A. Rider	
	Associate Dean, Academic Affairs	Thomas William George	
	Associate Dean, Professional Licensure and Director, Graduate School of Education	Susan McLean Benner	
Department of Child and Family Studies	Head	Vey Michael Nordquist	Bachelor of Science in Health and Human Sciences Master of Science Doctor of Philosophy
Department of Educational Leadership and Policy Studies	Head	Vincent A. Anfara, Jr.	Education Specialist in Education
	Director, Graduate Studies	E. Grady Bogue	Master of Science (College Student Personnel and Education Administration majors)
	Coordinator, College Student Personnel Program	Norma T. Mertz	Doctor of Philosophy (Education and Higher Education Administration majors)
Department of Educational Psychology and Counseling	Head	Ralph Steve McCallum	Education Specialist in Education
	Associate Head	Tricia McClam	Master of Science (Counseling, Education, and Educational Psychology majors)
	Graduate Coordinator	Marianne R. Woodside	Doctor of Philosophy (Counselor Education, Education, Educational Psychology and Research, and Social Psychology majors)
	Graduate Coordinator	Katherine H. Greenberg	
	Graduate Coordinator	Christopher H. Skinner	
Department of Kinesiology, Recreation, and Sport Studies	Head	Dixie Lee Thompson	Bachelor of Science in Education (Kinesiology and Recreation and Sport Management majors)
	Director, Graduate Studies	Jeffry T. Fairbrother	Master of Science (Kinesiology and Recreation and Sport Management majors)
	Coordinator, Recreation and Sport Management	Robin Hardin	Doctor of Philosophy (Kinesiology and Sport Studies major)
	Coordinator, Kinesiology	Songning Zhang	
Department of Nutrition	Head	Jay Whelan	Bachelor of Science in Health and Human Sciences
	Director, Graduate Studies	Michael B. Zemel	Master of Science Doctor of Philosophy
Department of Public Health	Head	Paul Campbell Erwin	Master of Public Health
	Director, Graduate Studies	Charles B. Hamilton	Doctor of Philosophy

Office ⁵⁶	Title	Person	Assessment Documents
Department of Retail, Hospitality, and Tourism Management	Head	Nancy Fair Rutherford	Bachelor of Science in Service Management (Hotel, Restaurant and Tourism major; Retail and Consumer Science major) Master of Science Doctor of Philosophy
	Director, Graduate Studies	Ann E. Fairhurst	
Department of Theory and Practice in Teacher Education	Head	Sherry Mee Bell	Bachelor of Science in Education Education Specialist (Teacher Education major) Master of Science (Teacher Education major) Doctor of Philosophy (Education major)
College of Engineering	Dean	Wayne T. Davis	Bachelor of Science in Engineering Physics Master of Science (Reliability and Maintainability Engineering major)
	Associate Dean, Academic and Student Affairs	Masood Parang	
	Associate Dean, Research and Facilities	William M. Dunne	
Department of Chemical and Biomolecular Engineering	Head	Bamin Khomami	Bachelor of Science in Chemical Engineering Master of Science Doctor of Philosophy
	Associate Head	Brian Joseph Edwards	
	Director, Graduate Studies	Eric T. Boder	
Department of Civil and Environmental Engineering	Head	Dayakar Penumadu	Bachelor of Science in Civil Engineering Master of Science in Civil Engineering Master of Science in Environmental Engineering Doctor of Philosophy
	Associate Head	Chris D. Cox	
Department of Electrical Engineering and Computer Science	Head	Kevin Tomsovic	Bachelor of Science in EE, CompSci, CompSciEngr Master of Science (Electrical Engineering, Computer Engineering and Computer Science majors) Doctor of Philosophy(Electrical Engineering, Computer Engineering and Computer Science majors)
	Associate Head, Undergraduate Affairs	Michael W. Berry	
	Associate Head, Strategic Planning and External Relations	Lynne E. Parker	
	Director, Graduate Studies	Hairong Qi	
Department of Industrial and Information Engineering	Head and Director, Graduate Studies	Rapinder S. Sawhney	Bachelor of Science in Industrial Engineering Master of Science Doctor of Philosophy
Department of Materials Science and Engineering	Head	George M. Pharr	Bachelor of Science in Materials Science and Engineering Master of Science (majors in Materials Science and Engineering and Polymer Engineering) Doctor of Philosophy (majors in Materials Science
	Associate Head, Graduate Studies	Veerle Keppens	
	Associate Head	Roberto S. Benson	
	Associate Head	Kevin M. Kit	

Office ⁵⁶	Title	Person	Assessment Documents
Department of Mechanical, Aerospace, and Biomedical Engineering	Head	William R. Hamel	and Engineering and Polymer Engineering)
	Associate Head	Gary V. Smith	Bachelor of Science in Aerospace Engineering
	Director, Graduate Studies	J.A.M. Boulet	Bachelor of Science in Biomedical Engineering
			Bachelor of Science in Mechanical Engineering
			Master of Science (with majors in Aerospace Engineering, Biomedical Engineering, Engineering Science, and Mechanical Engineering)
			Doctor of Philosophy (with majors in Aerospace Engineering, Biomedical Engineering, Engineering Science, and Mechanical Engineering)
Department of Nuclear Engineering	Head	Harold Dodds	Bachelor of Science in Nuclear Engineering
			Master of Science
			Doctor of Philosophy
Graduate School	Dean	Carolyn R. Hodges	
	Associate Dean	Joy T. DeSensi	
	Assistant Dean, Training and Mentoring	Ernest L. Brothers	
	Assistant Dean	S. Kay Reed	
College of Law	Dean	Douglas A. Blaze	Juris Doctorate
	Associate Dean, Academic Affairs	Carol McCrehan Parker	
	Associate Dean, Faculty Affairs	Gregory M. Stein	
	Assistant Dean, Student Affairs	Katrice W. Jones Morgan	
	Director, Clinical Program	Benjamin H. Barton	
	Director, Advocacy and Dispute Resolution	Penny J. White	
	Director, Entrepreneurial Law	George W. Kuney	
	Director, Acting, Legal Writing	Judy M. Cornett	
Director, Interim, Law Library	Reba A. Best		
University Libraries	Dean, Interim	Linda Lucille Phillips	
	Associate Dean	Rita H. Smith	
College of Nursing	Dean	Joan L. Creasia	Bachelor of Science in Nursing
	Associate Dean, Academic Affairs	Jan L. Lee	Master of Science in Nursing

Office ⁵⁶	Title	Person	Assessment Documents
	Associate Dean, Research and Evaluation	Kenneth D. Phillips	Doctor of Philosophy
	Graduate Director, Doctor of Nursing Practice	Margaret Pierce	Doctor of Nursing Practice
	Graduate Director, PhD	Sandra Paul Thomas	
	Chair, MSN	Mary E. Gunther	
	Chair, Undergraduate Nursing	Gary Robert Ramsey	
College of Social Work	Dean	Karen M. Sowers	Bachelor of Science in Social Work
	Associate Dean, Knoxville	Cynthia Joyce Rocha	Master of Science in Social Work
	Associate Dean, Memphis	Theora Anita Evans	Doctor of Philosophy
	Associate Dean, Nashville	Sherry M. Cummings	
	Graduate Director, PhD	William R. Nugent	
	Graduate Director, Clinical Doctorate	David A. Patterson	
	Director, Undergraduate Program	Matthew T. Theriot	
	Director, Children's Mental Health Services Research Center	Charles A. Glisson	
Director, Research and Human Resources	Paul M. Campbell		
Space Institute	Executive Director	Robert N. Moore	Master of Science (with aviation systems major)
	Associate Executive Director	Charles Edward Johnson	

Appendix C

Cross-walk Table of Integrated Goals Statements

2003-2004 Integrated Goal Statements

The list of goals given below was compiled from:

- a. Regional goals developed by the Southern Regional Education Board (SREB)
- b. State goals developed by the Tennessee Higher Education Commission (THEC)
- c. UT goals as shown in the Strategic Agenda 2010
- d. Knoxville campus (UT,K) goals developed as the "A Plan for the New Century"
- e. UT Institute of Agriculture (UTIA) Strategic Plan goals
- f. UT Health Science Center (UTHSC) 2003-2007 Strategic Plan goals
- g. Institute of Public Service (IPS) Five-Year Plan 2004-2009

In 2005-2006, the President, Vice Presidents and Chancellors revisited the Strategic Agenda 2010 and developed a list of goals which became known as the Internal Scorecard. This table presents the crosswalk between the two sets of goals. After this table, the Internal Scorecard is given.

2003-2004 Integrated Goals Statements	Linkage to 2006-2012 Internal Scorecard⁵⁷
Student Goals	
1. Higher student entry scores	E
a. Raise core units' entry GPA	E
b. Raise entry standardized test scores	E
2. More National Merit & Achievement Scholars	E

⁵⁷ See UWA-int_strat_plan_2009.pdf, pages 2 to 3 on the printed page (pdf file pages 5-6)

2003-2004 Integrated Goals Statements	Linkage to 2006-2012 Internal Scorecard⁵⁷
3. More students in revamped Honors Program	E, G
a. More AP students; more AP credits	E
b. More dual-enrollment (high school/university) students	E, A
c. More students in departmental honors courses/curricula	E, G
4. More freshmen retained in the following Fall Semester	I
a. More students with satisfactory progress (30 hours passed/year)	E, I
b. Increased interaction with high schools re: success/retention feedback	E, F, G, I
5. Higher 6-year persistence-to-graduation rates	E
a. Increased annual retention after Freshman-Sophomore years	E, F, G, I
b. Increased annual retention with satisfactory progress after Freshman-Sophomore years	E, F, G, I
c. Higher graduation rates after 4 & 5 years	E, F, G, I
6. Higher 6-year persistence-to-graduation for athletes	E, F, G, I
7. More in-state transfer students	B, C, D
8. Better prepared in-state transfer students	B, C, D
9. More international students	U
10. More UT students studying abroad	U, V
11. More national scholar/fellows (e.g., Fulbright, Rhodes, Truman)	H
12. Higher African-American enrollments (Undergrad, Grad, & professional)	E, I, J
13. Higher overall minority enrollments (Undergrad, Grad, & professional)	E, I, J
14. More private & institutional dollars for scholarships	NA
15. Higher student satisfaction index	E, F, G, I, J
a. Enhance on-campus cultural/creative & performing arts programming	G
b. Revise General Education program, progression requirements, etc.	G
c. Improve advising & student support services	H, I
d. Increase outreach/public service opportunities for undergraduates	T
e. Implement civic education programs to improve civility on-campus & in the community	I, T
f. Implement Campus Master Plan including physical facilities, IT infrastructure, equipment, etc.	D, J, K
g. Increase use of distance learning technologies	C, N
16. Increased number of doctorates, especially in Education, Juridical Sciences, Public Health, & Philosophy	K, L, M, N, O

2003-2004 Integrated Goals Statements	Linkage to 2006-2012 Internal Scorecard⁵⁷
a. Increased number of master's & doctorates in Allied Health, Sciences, Engineering, Math, & Pharmacy	K, L, M, N, O
b. Increased graduate credits for P-12 teachers & administrators	C, D, N
Faculty & Staff Goals	
17. More faculty awards in Arts, Humanities, Science, Engineering, & Health Sciences	K
18. More endowed chairs/professorships (funded with at least \$500K each)	K, L
19. More named professorship award recipients	K, L
20. More postdocs in Science, Engineering, & Health	K, L, M
21. More African-American faculty	K, M
22. More overall minority faculty	K, M
23. More African-American staff (admin/exec/mgr/professional)	K
24. More overall minority staff (admin/exec/mgr/professional)	K
25. Raise faculty salaries to peer average	K
26. Raise staff salaries to peer average	K
Research Goals	
27. Increase total grant & contract dollars awarded	K, L, P, Q
a. Increased faculty use of UT Research Foundation	K, L, P, Q
b. More partnering with UT-Battelle/ORNL	K, L, P, Q
c. More collaborative research with St. Jude Children's Research Hospital, Methodist Healthcare, & other health science research entities	K, L, P, Q
28. Increased total research expenditures	K, L, P, Q
a. More Federal research expenditures	K, L, P, Q
b. More Science & Engineering research expenditures	K, L, P, Q
29. All regular faculty doing peer-reviewed research/creative activity	K
30. Increase number of faculty publications in the most prestigious discipline-specific and interdisciplinary journals or with prestigious publishers	K
31. More interdisciplinary research	K, L, P, Q
32. More technical/academic/library support for faculty research	J, K, L

2003-2004 Integrated Goals Statements	Linkage to 2006-2012 Internal Scorecard⁵⁷
33. More direct Federal appropriations & earmarked funds	L
34. More US patents based on UT research	P, Q
35. More licenses based on UT research	P, Q
36. More royalties & associated income	P, Q
Service to Tennessee Goals	
37. More business start-ups based on UT research	P, Q
38. More businesses incubated	P, Q
39. More public service impact on TN manufacturers	R, S
40. More public service impact on TN governments	R, S
41. More Institute of Agriculture & Veterinary Medicine educational & research partnerships	R, S
42. Greater use of volunteers and students in UT Extension	R, S
43. More dollars contributed by UT to community organizations/businesses	S
44. More collaborative programs and partnerships with business, industry, state and federal agencies, community non-profits and associations	R, S, D, T
a. More partnerships with P-16 schools	D, T
b. More student, faculty, & staff involvement in community service projects	D, T
c. Increased continuing professional education programs, non-credit educational programs and workshops, public lectures, faculty expert consultations, etc.	D, R, T
45. Provide state-of-the-art educational programs using basic and applied research in agriculture, family and consumer sciences, resource development and 4-H programs in all 95 counties	R, S, T
46. More graduates in critical shortage areas who stay in TN	D
a. More P-12 teachers: especially those prepared to contribute to the areas of Reading and Special Education	D, M
b. Better prepared P-12 teachers: especially those prepared to contribute to the areas of Reading and Special Education	D, M
c. More professionals in Health Care, Social Services, Technology, & other "shortage" disciplines	D, M
d. Better prepared professionals in Health Care, Social Services, Technology, & other "shortage" disciplines	D, M
e. Improve first-time takers' pass-rates on licensure exams (compare with regional/national norms)	G, M

2003-2004 Integrated Goals Statements	Linkage to 2006-2012 Internal Scorecard⁵⁷
f. Create interdisciplinary primary care initiative for chronically ill in Memphis	O, T
g. Increase the quality & quantity of continuing education for health-care providers	F
Private Support Goals	
47. More donors	NA
48. Higher percentage of alumni giving to UT	NA
49. More private gift dollars	NA
50. Increased market value of endowment assets	NA
51. More capital additions to endowments	NA
Strategic Quality Goals	
52. Increase number of nationally-recognized academic programs	G, H, K, L
53. Establish and grow UT Research Foundation	K, P, Q
54. Develop revised vision & mission statements for the UT Space Institute	NA
55. Establish and grow accredited School of Public Health	G, K, L
56. Establish & grow NIH/NCI-designated cancer center	K, L
57. Obtain TN Quality Award	NA
58. Obtain Malcolm Baldrige Quality Award	NA
Curriculum Goals	
59. Revise curricula to be relevant for 21st Century	G, M
a. Clarify progression-to-major	E, F, G, I, M
b. Assure bachelor's graduates ready for workplace	E, F, G, I
c. Assure bachelor's graduates ready for graduate/professional school	E, F, G, M
d. Strive for bachelor's degrees @ 120 required hours	G
e. Increase research opportunities for undergraduates	K, L
f. Increase students' understanding of professional ethics issues and practices	G, M
g. Increase understanding of cultural pluralism in curricula, courses, co-curricular activities, student support services, & research projects	G, M, U, V, W
h. Increase active learning, collaborative learning, etc.	E, F, G, I, J

2003-2004 Integrated Goals Statements	Linkage to 2006-2012 Internal Scorecard ⁵⁷
Other Goals	
60. (for department-level units) Other goals approved by unit's Dean/Director to improve student success	NA
61. (for college/school-level units) Other goals approved by unit's Chancellor to improve student success	NA
62. (for campus/budget entity) Other goals approved by the President to improve student success	NA

2006-2012 University of Tennessee Goals

Below is the list of goals developed in 2005-2006 as part of the planning process. The process took into account goals of the Southern Region Educational Board (SREB) and the Tennessee Higher Education Commission (THEC). This greatly simplified and focused the previous exhaustive list of goals derived from seven different strategic plans. These goals were to be adopted by the different UT units to guide their planning efforts.

Goals

Student Access

- A. Expand dual enrollment credit offerings
- B. Improve articulation within the UT System and within Tennessee
- C. Improve accessibility to UT's programs through online courses
- D. Develop more collaboration within the Tennessee P-16 system

Student Success

- E. Establish an enrollment management program to increase retention and graduation and address critical needs of the state
- F. Increase flexibility in course scheduling and pricing to meet needs of students.
- G. Reform curriculum to enhance learning and retention
- H. Emphasize and reward outstanding teaching and learning
- I. Use student success centers to enhance student retention and graduation rates
- J. Expand library/learning resources availability through a system-wide consortium

Research

- K. Provide optimal environment for faculty members to achieve high levels of scholarship and be recognized for its contributions

- L. Develop research capabilities that will promote and support regional and national partnerships leading to large program grants and contracts
- M. Provide competitive stipends and learning opportunities for graduate and professional students and post-doctoral fellows.
- N. Improve accessibility to UT's programs through online courses
- O. Provide leadership in state, regional and national initiatives

Economic Development

- P. Coordinate system-wide economic development priorities
- Q. Develop improved partnerships with regional economic-development service providers

Outreach

- R. Increase awareness of outreach activities among all elected officials
- S. Increase impact from outreach activities to \$1 billion annually
- T. Emphasize and reward outstanding outreach activities

Globalization

- U. Develop system-wide priorities for globalization activities
- V. Expand international staff/faculty/student exchange programs
- W. Demonstrate the benefits of globalization activities to key stakeholders

Appendix D

Glossary of Commonly Used Abbreviations

APR	Academic program review	SEE	Safety, Environment and Education Center
ARL	Association of Research Libraries	SNS	Spallation Neutron Source
BCC	Black Cultural Center	SSC	Student Success Center
CAS	Centralized application service; credential assembly service	THEC	Tennessee Higher Education Commission
CCTA	Complete College Tennessee Act of 2010	TLC	Tennessee Teaching and Learning Center
CDS	Common Data Set	UT	University of Tennessee
CIE	Center for International Education	UTHSC	University of Tennessee Health Science Center, Memphis
HR	Human Resources	UTIA	University of Tennessee Institute of Agriculture
IPEDS	Integrated Postsecondary Education Data System	UTIPS	University of Tennessee Institute of Public Service
MC	Mid-cycle review	UTK	University of Tennessee, Knoxville
NSSE	National Survey of Student Engagement	UTSI	University of Tennessee Space Institute
OED	Office of Equity and Diversity		
OIRA	Office of Institutional Research and Assessment		
OIT	Office of Information Technology		
OMSA	Office of Minority Student Affairs		
ORNL	Oak Ridge National Labs		
SASS	Student Academic Support Services at the University of Tennessee Health Sciences Center		

Appendix E

Comprehensive index of cited documents

Subject	Path and Filename
Academic Program Review	Academic Program Reviews>Advising-Audit-Final-Report2008.pdf
Academic Program Review	Academic Program Reviews>Child&FamilyStudies>CFS APR UG & Grad Checklists-2005.pdf
Academic Program Review	Academic Program Reviews>Child&FamilyStudies>CFS APR-ReviewTeamRpt-2005.pdf
Academic Program Review	Academic Program Reviews>Child&FamilyStudies>CFS Dept Resp-APR 2005.pdf
Academic Program Review	Academic Program Reviews>Child&FamilyStudies>CFS MC-DeptUpdate Rpt2009.pdf
Academic Program Review	Academic Program Reviews>Child&FamilyStudies>CFS MC-ReviewersRpt-2009.pdf
Academic Program Review	Academic Program Reviews>History>History APR Grad & UG Checklists (2004).pdf
Academic Program Review	Academic Program Reviews>History>History MC ReviewersRpt_2008.pdf
Academic Program Review	Academic Program Reviews>History>History MC-DeptUpdateRpt_2008.pdf
Academic Program Review	Academic Program Reviews>History>History-APR-DeptResponse(2004).pdf
Academic Program Review	Academic Program Reviews>History>History-APR-ReviewersRpt(2004).pdf
Academic Program Review	Academic Program Reviews>PoliticalScience>Policial Science-APR-ReviewersRpt-(2007).pdf
Academic Program Review	Academic Program Reviews>PoliticalScience>Political Science APR-DeptResp-Summary-Scheb-Follow-up(2008).pdf
Academic Program Review	Academic Program Reviews>PoliticalScience>Political Science APR-SummaryRpt(2007).pdf
Academic Program Review	Academic Program Reviews>PoliticalScience>Political Science APR-UG & Grad Checklists (2007).pdf
Academic Program Review	Academic Program Reviews>PoliticalScience>Political Science-APR-DeptResp-Feldman(2007).pdf
Academic Program Review	Academic Program Reviews>PoliticalScience>Political Science-MC-DeptUpdateRpt_2010_.pdf
Academic Program Review	Academic Program Reviews>PoliticalScience>Political Science-MC-ReviewersRpt-(2010).pdf
Academic Program Review	Academic Program Reviews>Advising-Audit-Final-Report2008.pdf
Academic Program Review, UTIA	Academic Program Reviews>UTIA-Unitreviewmanual_v12.pdfx
Academic Program Review, UTK	Academic Program Reviews>UTK-ProgramReviews.pdf
Admissions, UTHSC	Admissions>UTHSC Admissions Application Deadlines.mht

Subject	Path and Filename
Admissions, UTHSC	Admissions>UTHSC Admissions Instructions.mht
Admissions, UTHSC	Admissions>UTHSC-Admissions-Future-Students.mht
Admissions, UTK	Admissions>Graduate Admissions UTK.mht
Admissions, UTK	Admissions>Requirements for Admissions UTK Undergraduate.mht
Admissions, UTK	Admissions>UTK Future Students.mht
Admissions, UTK	Admissions>UTK-Freshman-Applicants.mht
Admissions, UTK	Admissions>UTK-UGViewbook2011.pdf
Admissions, UTK, Law	Admissions>College of Law Admissions.mht
Admissions, UTK, Veterinary Medicine	Admissions>CVM Admissions.mht
Alumni Survey	OIRA>THEC Performance Funding>2007 University of Tennessee Survey of Alumni.pdf
Alumni Survey	OIRA>THEC Performance Funding>2010 University of Tennessee Survey of Alumni.pdf
Appeal, dismissal	Appeals>Dismissal Appeal Deny.pdf
Appeal, dismissal	Appeals>Dismissal Appeal Grant.pdf
Appeal, dismissal	Appeals>DismissalApplicationForm-072010.pdf
Appeal, grade	Appeals>Grade Appeal Deny.pdf
Appeal, grade	Appeals>Grade Appeal Doc UTSI.pdf
Appeal, grade	Appeals>Grade Appeal Grant.pdf
Appeal, readmission	Appeals>Readmission Appeal Deny.pdf
Appeal, readmission	Appeals>Readmission Appeal Grant.pdf
Appeal, readmission	Appeals>ReadmissionApplicationForm11.pdf
Appeals, summary data	Appeals>SSC-AppealData.xlsx
Audits, internal	Audits>Financial Aid Office Audits-Internal>A07029_Stdnt_Affairs_Scholarships_Hottel.pdf
Audits, internal	Audits>Financial Aid Office Audits-Internal>A07029_Stdnt_Affairs_Scholarships_McKeon.pdf
Audits, internal	Audits>Financial Aid Office Audits-Internal>A07029_Stdnt_Affairs_Scholarships_Phillips.pdf
Audits, internal	Audits>Financial Aid Office Audits-Internal>A07029_Stdnt_Affairs_Scholarships_Wyatt.pdf
Audits, internal	Audits>Financial Aid Office Audits-Internal>A07029fillwup.pdf
Audits, internal	Audits>Financial Aid Office Audits-Internal>I08023_UTK_Financial_Aid.pdf

Subject	Path and Filename
Audits, internal	Audits>Financial Aid Office Audits-Internal>O07013fllwup.pdf
Audits, internal	Audits>Financial Aid Office Audits-Internal>O07013review.pdf
Audits, internal	Audits>Financial Aid Office Audits-Internal>O07015fllwup.pdf
Audits, internal	Audits>Financial Aid Office Audits-Internal>O07015review.pdf
Audits, state	Audits>2007 UT State audit report.pdf
Audits, state	Audits>2008 UT State audit report.pdf
Audits, state	Audits>2009 UT State audit report.pdf
Board of Trustees Minutes	MiscDocuments>Oct_2010_Board_Book.pdf
Calendars, UTHSC	Calendars>UTHSC-Academic-Calendar.pdf
Calendars, UTHSC, Dentistry	Calendars>UTHSC-Dentistry-calendar.pdf
Calendars, UTHSC, Graduate Health Sciences	Calendars>UTHSC-CGHS Calendar10-11.pdf
Calendars, UTHSC, Medicine	Calendars>UTHSC-COM-calendar.pdf
Calendars, UTHSC, Nursing	Calendars>UTHSC-Nursing-2010-2011-calendar.pdf
Calendars, UTHSC, Pharmacy	Calendars>UTHSC-Pharmacy-P1-Spring-2011.pdf
Calendars, UTHSC, Pharmacy	Calendars>UTHSC-Pharmacy-P2-Spring-2011.pdf
Calendars, UTK, academic	Calendars>UTK-AcadCal-10-11.pdf
Calendars, UTK, academic	Calendars>UTK-AcadCal-11-12.pdf
Calendars, UTK, academic	Calendars>UTK Academic Calendars.mht
Calendars, UTK, exam schedule	Calendars>UTK-10_fall_examsschedule.pdf
Calendars, UTK, exam schedule	Calendars>UTK-11_spring_examsschedule.pdf
Calendars, UTK, financial calendar	Calendars>UTK-11-spring-finan_cal.pdf
Calendars, UTK, financial calendar	Calendars>UTK-10_fall_finan_cal.pdf
Calendars, UTSI, semester calendar	Calendars>UTSI-courses_fall10.pdf
Calendars, UTSI, semester calendar	Calendars>UTSI-courses_spring11.pdf
California Critical Thinking Skills Test	OIRA>CalCritThinkSkillsTest>cctst_summary_0506.pdf
California Critical Thinking Skills Test	OIRA>CalCritThinkSkillsTest>cctst_summary_0607.pdf
California Critical Thinking Skills Test	OIRA>CalCritThinkSkillsTest>cctst_summary_0708.pdf

Subject	Path and Filename
California Critical Thinking Skills Test	OIRA>CalCritThinkSkillsTest>cctst_summary_0809.pdf
California Critical Thinking Skills Test	OIRA>CalCritThinkSkillsTest>cctst_summary_0910.pdf
Campus Building Inventory	Campus maps & building inventories>UT-campus-buildings.pdf
Capital Projects	Capital Projects>Capital Outlay Maintenance Priorities FY 09-14 10-01-08.pdf
Capital Projects	Capital Projects>FY 2010-2011 Capital Outlay and Maintenance.pdf
Capital Projects	Capital Projects>FY 2010-2011 Revenue Projects.pdf
Capital Projects	Capital Projects>FY 2011-2012 Capital Outlay and Maintenance.pdf
Capital Projects	Capital Projects>FY 2011-2012 Revenue Projects.pdf
Capital Projects	Capital Projects>Proposed Revenue Funded Projects FY09-10 10-07-08.pdf
Capital Projects	Capital Projects>UT-Construction-Projects-011311.pdf
Career Services	Career Services>UTHSC>resArch2007.pdf
Career Services	Career Services>UTHSC>resArch2008.pdf
Career Services	Career Services>UTHSC>resArch2009.pdf
Career Services	Career Services>UTK>Annual Report 2008-2009.pdf
Career Services	Career Services>UTK>Annual Report 2009-2010.pdf
Career Services	Career Services>UTK>Career Services Program Review Report Final 2010.pdf
Career Services	Career Services>UTK>Career Services Self-Study-2009.pdf
Catalog, UTHSC	Catalogs&CurriculaProcedures>2010-2011 UTHSC-Catalog.pdf
Catalog, UTK, Graduate	Catalogs&CurriculaProcedures>2010-2011 UTK-Graduate-Catalog.pdf
Catalog, UTK, Undergraduate	Catalogs&CurriculaProcedures>2010-2011 UTK-UG-Catalog.pdf
Charges and Fees/Tuition	MiscDocuments>Charges, Fees, and Tuition.mht
Classroom Upgrade Committee	Classrooms>Classroom Upgrade Subcommittee Report FY2010 v2.pdf
Classroom Upgrade Committee	Classrooms>Year 1 to 10 report v2.pdf
Complete College Tennessee Act	MiscDocuments>HB7008.pdf
Compliance, Office of Research	MiscDocuments>UTHSC-Office-of-Research-Compliance.mht
Compliance, Office of Research	MiscDocuments>UTK-Office-of-Research-Compliance.mht
Complaints, OED	OED>OED-Summary-Complaints.pdf

Subject	Path and Filename
Curriculum Procedures, UTK Graduate	Catalogs&CurriculaProcedures>UTK-GCCurrProcedures.pdf
Curriculum Procedures, UTK Undergraduate	Catalogs&CurriculaProcedures>UTK-UGGuidelines0910.pdf
Disability Services	Student Affairs>Disability-Services.mht
Distressed Student Protocol	Student Affairs>volaware_broch.pdf
Distressed Student Protocol	Student Affairs>volaware_card.pdf
Employer Survey	OIRA>THEC Performance Funding>2007-08 Employer Survey tables.pdf
Facilities Services Guide	Campus maps & building inventories>UTK-Facilities-Services-Services-Guide-v102005.pdf
Factbook, 2007-2008	OIRA>Factbook 07-08.pdf
Factbook, 2008-2009	OIRA>Factbook 08-09.pdf
Factbook, 2009-2010	OIRA>Factbook 09-10.pdf
Faculty Handbook, UTHSC	Faculty Handbooks>UTHSC-2010-Faculty Handbook Last Revised 4-20-10.pdf
Faculty Handbook, UTK, UTIA, UTSI	Faculty Handbooks>UTK-faculty-handbook-2010.pdf
Faculty Salary Survey	OIRA>FacultySalary_2010_09_01 (3)-FINAL_Ratio.xlsx
Faculty Senate Bylaws, UTK	Faculty Handbooks>UTK-FS-Bylaws 2009.pdf
First Time Freshmen Profiles	OIRA>Student Profiles>First-Time-Fresh 1998-2002.pdf
First Time Freshmen Profiles	OIRA>Student Profiles>First-Time-Fresh 2001-2005.pdf
First Time Freshmen Profiles	OIRA>Student Profiles>First-Time-Fresh 2005-2009.pdf
General Education	Catalogs&CurriculaProcedures>GenEdTaskforceCharge.pdf
Grades	MiscDocuments>UTK Grades.mht
Graduate Assistant Handbook	Student Affairs>Student Handbooks>UTK-GradAsstHandbook.pdf
Graduate Council Minutes	Catalogs&CurriculaProcedures>20100415-GC-Minutes.pdf
Graduate Student Appeals	Student Affairs>Student Handbooks>UTK-GradStudent-appealprocedure.pdf
IPEDS reports	OIRA>2007-2008 IPEDS>12 mon enroll.pdf
IPEDS reports	OIRA>2007-2008 IPEDS>Completions.pdf
IPEDS reports	OIRA>2007-2008 IPEDS>enroll.pdf
IPEDS reports	OIRA>2007-2008 IPEDS>Finance.pdf
IPEDS reports	OIRA>2007-2008 IPEDS>Grad Rates.pdf

Subject	Path and Filename
IPEDS reports	OIRA>2007-2008 IPEDS>Human Res.pdf
IPEDS reports	OIRA>2007-2008 IPEDS>Inst char.pdf
IPEDS reports	OIRA>2007-2008 IPEDS>Stud Fin Aid.pdf
IPEDS reports	OIRA>2008-2009 IPEDS>12 mon enroll.pdf
IPEDS reports	OIRA>2008-2009 IPEDS>Completions.pdf
IPEDS reports	OIRA>2008-2009 IPEDS>Fall enroll.pdf
IPEDS reports	OIRA>2008-2009 IPEDS>Finance.pdf
IPEDS reports	OIRA>2008-2009 IPEDS>Grad Rates.pdf
IPEDS reports	OIRA>2008-2009 IPEDS>Human Res.pdf
IPEDS reports	OIRA>2008-2009 IPEDS>Inst char.pdf
IPEDS reports	OIRA>2008-2009 IPEDS>Stud Fin Aid.pdf
IPEDS reports	OIRA>2009-2010 IPEDS>12 mon enroll.pdf
IPEDS reports	OIRA>2009-2010 IPEDS>Completions.pdf
IPEDS reports	OIRA>2009-2010 IPEDS>Fall enroll.pdf
IPEDS reports	OIRA>2009-2010 IPEDS>Finance.pdf
IPEDS reports	OIRA>2009-2010 IPEDS>Grad Rates.pdf
IPEDS reports	OIRA>2009-2010 IPEDS>Human Res.pdf
IPEDS reports	OIRA>2009-2010 IPEDS>Inst char.pdf
IPEDS reports	OIRA>2009-2010 IPEDS>Stud Fin Aid.pdf
Judicial Affairs, case	Appeals>Judicial Case.pdf
Judicial Affairs, process and forms	Appeals>Judicial Affairs Forms.pdf
Libraries	Libraries>ARL ALL-FY07-08input_Corrected_8.6.09.pdf
Libraries	Libraries>ARL Library Investment Index Report FY07-08.pdf
Libraries	Libraries>ARL Worksheet FY07-08 Knox_Total_Corrected_8.6.09.pdf
Libraries	Libraries>ARL-ALL-FY08-09input.pdf
Libraries	Libraries>ARL-ALL-FY09-10input.pdf
Libraries	Libraries>ARLFootnotes_FY07-08.pdf

Subject	Path and Filename
Libraries	Libraries>ARLFootnotes_FY08-09.pdf
Libraries	Libraries>ARLFootnotes_FY09-10.pdf
Major Field Testing, Planning Book	OIRA>THEC Performance Funding>Major Field Planning and Info Book.pdf
Major Field Testing, Schedule	OIRA>THEC Performance Funding>Program Matrix v2c.pdf
Maps, UTHSC	Campus maps & building inventories>UTHSC-campus-map.pdf
Maps, UTK	Campus maps & building inventories>UTK-campus-map-2010-2011.pdf
Maps, UTSI	Campus maps & building inventories>UTSI-campus-map.pdf
Master Plan, Cherokee Farm	Master&Strategic Plans>CherokeeFarm_Master_Plan.pdf
Master Plan, UTHSC	Master&Strategic Plans>UTHSC Campus 5 Year Plan Summary.pdf
Master Plan, UTK	Master&Strategic Plans>UTK-2001-MasterPlan.pdf
Mission Statements	MiscDocuments>UWA-combined_mission_statements.pdf
NSSE Report	OIRA>NSSEData>NSSE-full-2010.pdf
NSSE Report	OIRA>NSSEData>NSSE-Means-2008-2010.pdf
NSSE Report	OIRA>NSSEData>NSSE-Means-Report-01-10.pdf
Peer Institutions	OIRA>CommonDataSet>Peer Institution Student-Faculty Ratios.pdf
Refunds	MiscDocuments>UTHSC-refundsrepay_2010-2011.pdf
Search Procedures, UTHSC	OED>UTHSC search procedures 33007.pdf
Search Procedures, UTK, UTIA, UTSI	OED>UTK searchproc.pdf
Stop Bias	OED>StopBias>Stop Bias 1-home.mht
Stop Bias	OED>StopBias>Stop Bias 2-what-is-bias.mht
Stop Bias	OED>StopBias>Stop Bias 3-how-to-report.mht
Stop Bias	OED>StopBias>Stop Bias 4-response.mht
Strategic Planning	Master&Strategic Plans>Top-25-board-presentation.pdf
Strategic Planning	Master&Strategic Plans>Top-25-executive-summary.pdf
Strategic Planning	Master&Strategic Plans>UWA-int_strat_plan_2009.pdf
Strategic Planning	Master&Strategic Plans>VOL-vision-2015.pdf
Student Handbook	Student Affairs>Student handbooks>UTHSC-FinalCenterscope2010.pdf

Subject	Path and Filename
Student Handbook	Student Affairs>Student handbooks>UTK-Hilltopics-10-11.pdf
THEC Performance Funding Report	OIRA>THEC Performance Funding>2006-2007>Standard_3C_0607_ StudentPersistence.pdf
THEC Performance Funding Report	OIRA>THEC Performance Funding>2006-2007>Standard_4C_0607_ Transfer Initiative.pdf
THEC Performance Funding Report	OIRA>THEC Performance Funding>2006-2007>Standard_5A_0607_ Delaware .pdf
THEC Performance Funding Report	OIRA>THEC Performance Funding>2006-2007>Standard_5B_0607_ QEPAssessment.pdf
THEC Performance Funding Report	OIRA>THEC Performance Funding>2006-2007>UTK PF 2006-07 Recommendations.pdf
THEC Performance Funding Report	OIRA>THEC Performance Funding>2007-2008>Standard_3C_0708_ StudentPersistence.pdf
THEC Performance Funding Report	OIRA>THEC Performance Funding>2007-2008>Standard_4C_0708_ Transfer Initiative.pdf
THEC Performance Funding Report	OIRA>THEC Performance Funding>2007-2008>Standard_5A_0708_ Delaware .pdf
THEC Performance Funding Report	OIRA>THEC Performance Funding>2007-2008>Standard_5B_0708_ QEPAssessment.pdf
THEC Performance Funding Report	OIRA>THEC Performance Funding>2007-2008>UTK PF 2007-08 Final Point Recommendations.pdf
THEC Performance Funding Report	OIRA>THEC Performance Funding>2008-2009>Standard_3C_0809_ Persistence.pdf
THEC Performance Funding Report	OIRA>THEC Performance Funding>2008-2009>Standard_4C_0809_ Transfer.pdf
THEC Performance Funding Report	OIRA>THEC Performance Funding>2008-2009>Standard_5A_0809_ Delaware .pdf
THEC Performance Funding Report	OIRA>THEC Performance Funding>2008-2009>Standard_5B_0809_ QEPAssessment.pdf
THEC Performance Funding Report	OIRA>THEC Performance Funding>2008-2009>UTK PF 2008-09 Final Point Recommendations.pdf
THEC Statutory Data Report	THEC Documents>2009StatutoryDataReport.pdf
THEC Statutory Data Report	THEC Documents>2010StatutoryDataReport.pdf
UT Common Data Set	OIRA>CommonDataSet>UT CDS 2007-2008.pdf
UT Common Data Set	OIRA>CommonDataSet>UT CDS 2008-2009.pdf
UT Common Data Set	OIRA>CommonDataSet>UT CDS 2009-2010.pdf
Withdrawal, retroactive, course	Appeals>RetroactiveCourseWithdrawal Grant.pdf
Withdrawal, retroactive, course	Appeals>RetroactiveCourseWithdrawalApplicationForm-082010.pdf