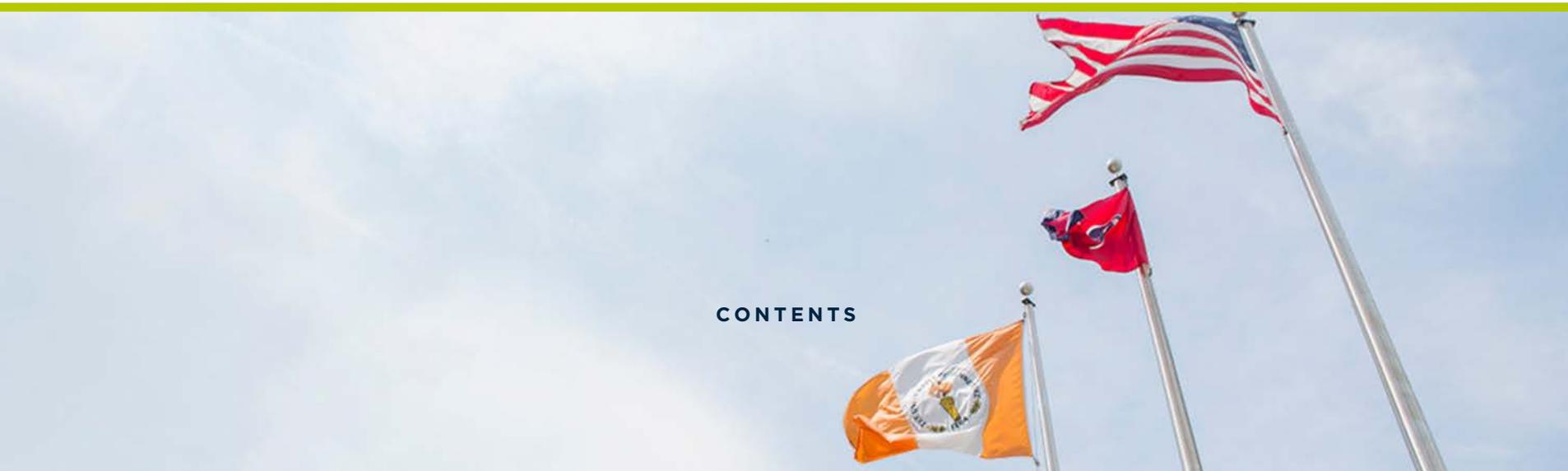


ANNUAL REPORT TO THE
GENERAL ASSEMBLY
2021







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From President Randy Boyd

Serving every Tennessean - that's a bold statement and an arduous goal but it's exactly what we aim to do at the University of Tennessee.

Despite all of the challenges we continue to face, or perhaps because of them, the University of Tennessee System has come together, seeing this moment in time as an opportunity to dig deep

and redefine our values, to remember our mission of serving every Tennessean, to explore novel ways of delivering assistance and support in each of our 95 counties, to examine how we can bridge gaps, fill voids, find solutions and improve life in our great state.

With campuses in Knoxville, Chattanooga, Martin, the Health Science Center in Memphis, the Space Institute in Tullahoma, the statewide Institute of Agriculture, the Institute for Public Service, and now our newest campus in Pulaski, the UT System provides a powerful force to help solve grand challenges in our state and nation unlike any time in our history.

It is important to note that the significant investment from the state has enabled the University to become a more impactful partner. Now more than ever, we have the intellectual capital, the geographic reach, and the sustainability to be a lead partner with the State in taking on the grand challenges to create better communities in Tennessee, across our country and around the world. We believe in diversity of thought and in the intellectual pursuit of knowledge and constructive conversations.

In addition to the state's support, these four things will help us be successful: a compelling mission that is inspiring and aspiring, a strategy to get there, great people and a set of values that define our culture.

In 2021, we began implementation of our **Be One UT values**:

- **Bold and impactful** - Serving the state by tackling grand challenges
- **Embrace diversity** - Respecting our individual and organizational uniqueness that makes us stronger
- **Optimistic and visionary** - Empowering courageous leadership
- **Nimble and innovative** - Inspiring creative and transformational action
- **Excel in all we do** - Committing to continuous improvement and outstanding performance
- **United and connected** - Collaborating internally and externally for greater collective impact
- **Transparent and trusted** - Fostering integrity through openness, accountability and stewardship

These values underscore the importance of working together as a team, to blaze new trails in making this the greatest decade yet. Because we know when the University of Tennessee succeeds, so, too, does the state and its residents.

As I've said many times before, 2020 did not defeat us, rather it defined us...and, in many ways, it propelled us into a serendipitous 2021 where new ideas and opportunities presented themselves for UT to act in bold and innovative ways. Working together, we continue to make the most of every moment to make this the greatest decade in UT history.

A handwritten signature in black ink, appearing to be 'R. B. T.', written in a cursive style.



MILESTONES

Continuing to lead through the pandemic

As the COVID-19 pandemic continues to impact our country, the UT Health Science Center (UTHSC) also continues to lead the way in combating the virus as the state's public academic health care institution in a variety of ways:



- Training programs on the proper protocol for collecting test samples used by hospitals, clinical care providers and testing sites across Tennessee.
- Working together with UT Knoxville and Oak Ridge National Laboratory (ORNL), utilizing the Summit supercomputer to simulate, identify and test therapeutics.
- Partnering with Regional One Health, UTHSC was involved in a clinical trial to evaluate Regeneron for the treatment and prevention of COVID-19.
- Working alongside colleagues at the University of New Mexico, three drugs already approved for other uses in humans were identified as possible therapeutics for COVID-19.
- UTHSC is working with Moderna and other pharmaceutical companies to test the effectiveness of vaccines against new, emerging strains of COVID-19.
- Alongside ORNL, UTHSC is exploring at-home testing options that can be done with a simple breath of air.

At UT Knoxville, the Boyd Center for Business and Economic Research is tracking how COVID-19 is affecting our state's economy while UT Libraries is chronicling the history of the virus so that future generations can learn what



BOYD CENTER FOR BUSINESS & ECONOMIC RESEARCH



it was like to live to live through a global pandemic in areas of food consumption, workplace design and more.

Created and convened OneUT Mental Health systemwide task force to develop a strategy for building a more robust and supportive mental health culture, identify national best practices, establish opportunities to strengthen student support and develop systemwide benchmarks to track successes and opportunities.

Unprecedented investment by the Tennessee General Assembly

Tennessee General Assembly passed its FY21-22 budget that included many critical investments for the UT System, its campuses and institutes. Notable were investments in UT employees, the Oak Ridge Innovation Institute, capital projects across the system, and the acquisition of a new campus in southern Middle Tennessee. The importance of such impactful state support cannot be overstated.





UT Southern

Education is the key to our state's growth and success, and the UT System's role in increasing access to affordable higher education to all Tennesseans is critical. With the support of our UT Board of Trustees, the Gov. Bill Lee, the Tennessee General Assembly and a variety of educational oversight boards, the acquisition of Martin Methodist College—a 150-year old private college in Pulaski, Tennessee— became a reality. Martin Methodist College, now known as UT Southern, became the first new UT campus in 50 years. High school graduates in southern middle Tennessee now have an affordable, nearby higher education option to receive a world-class education close to home. The next step for UT Southern will be its inclusion in the Tennessee code during the 2022 legislative session.

Research

- The UT-Oak Ridge Innovation Institute work is underway. Joan Bienvenue was hired as the first permanent executive director and vice provost. The institute launched three seed projects to faculty at UT Knoxville and UT Chattanooga, welcomed a talented group of diverse undergraduate students for immersive interdisciplinary research experiences this summer and developed modular coursework to expose graduate students to diverse ideas and concepts.
- The Spark Innovation Center at the UT Research Park partnered to win a large award to offer an annual Spark Cleantech Accelerator from the U.S. Economic Development Administration.
- UT, ORNL and TVA partnered in an unprecedented way to bring the Techstars Industries of the Future Accelerator to Oak Ridge and Knoxville. The program will welcome its first cohort of 10 top-potential startup companies in January of 2022.



Delivering on the promise



UT Promise provides a ladder up to the working and middle classes by providing a last-dollar scholarship opportunity to students who qualify. At its core, UT Promise

is a meaningful community service program and a mentoring partnership to help ensure success.

- Recruited more than 7,400 student applicants and 1,853 mentors; launched in Fall 2020 with 1,191 eligible students.
- Completion of more than 39,000 community service hours in Fall 2020.
- Received more than 200 new student UT Promise applicants for Spring 2021.
- Received 8,178 UT Promise applicants for Fall 2021.
- Received more than \$30 million in commitments and/or donations from 968 donors for UT Promise systemwide.

SMART

In 2020, UT established the Substance Misuse and Addiction Resource for Tennessee (SMART) Policy Network to serve as a hub across the UT System to increase collaboration between disciplines, researchers, and community members to enhance efforts across the system. In its initial work, SMART has provided a forum for policy makers and addiction experts from across the state to examine policy that will improve the health and welfare of Tennesseans who suffer from substance use disorder.

Implementation of the strategic plan

The UT System strategic plan establishes a vision and direction for the University's success. Clearly defined goals ensure good stewardship and purposeful use of resources. While each of our UT campuses has its own strategic plan, the UT System strategic plan sets the direction and vision for UT as a whole. Through collaboration with UT campuses and institutes, the UT System plan outlines opportunities and risks for the university and pinpoints where important investments are needed to strategically address our greatest challenges during the next five years, focusing on five pillars, which are undergirded by diversity and inclusion:

- Enhancing Educational Excellence
- Expanding Research Capacities
- Fostering Outreach and Engagement
- Ensuring Workforce and Administrative Excellence
- Advocating for UT



What's next:

◦ **Next gen leadership**

The most important responsibility housed within the UT System is hiring outstanding leaders to guide and direct our campuses and institutes. The Health Science Center, together with its clinical practice plans, employs more than 6,000 people statewide and its faculty members comprise one of the largest practice groups in the region. It is also the largest educator of health care professionals in the state including the state's largest residency and fellowship advanced training programs. We will be looking for a dynamic leader to replace retiring Chancellor Steve Schwab. At the UT Institute for Agriculture, we will be filling the large shoes of Dr. Tim Cross as we look for our next senior vice chancellor/senior vice president. The next leader at UTIA will work to continue to advance UT's land-grant mission of teaching, research, and outreach. Collectively these two leaders will play a critical role in building the greatest decade in UT history.

◦ **UT Online**

UT Online is a joint venture between our campuses to improve student success and degree completion. Currently, online courses are not seamlessly shared across UT campuses; courses are not filled to capacity; scheduling bottlenecks cannot be easily mitigated by online offerings; students cannot easily access online offerings at other UT campuses; and transcription of grades, exchange of tuition dollars, and application of financial aid are not seamless. While remaining committed to providing physical spaces for students to learn, we will explore efforts to expand online offerings through a UT consortium model which could help to incentivize and grow online enrollment; provide greater flexibility in course scheduling; decrease time to degree; further enrich available course offerings in current degree programs; promote the creation of new joint UT degree programs; and provide greater flexibility for degree completion. We are excited to conduct a system-wide pilot that will launch in Fall 2021.

◦ **Increasing enrollment**

Consistent with our goal to provide high-quality public education to the residents of Tennessee, and in support of the Drive to 55, we aspire to increase total enrollment (graduate and undergraduate) by 2% systemwide.

◦ **Ensuring success for UT Southern**

In June, the UT Board of Trustees with the support of the state, took a bold step in creating a new opportunity to increase access to education in our state with the acquisition of Martin Methodist College, now known as UT Southern. We are committed to ensuring success for our first new campus since UT Chattanooga joined 50 years ago. While rising applications indicate an increased interest in the new campus, we comforted knowing that existing capital infrastructure can support double the current enrollment. UT Southern is the only public four-year institution of higher education between Chattanooga and Memphis, serving a southern Middle Tennessee region of 13 counties near the Alabama border.

◦ **Stewardship of Wildwood Farm**

June 2021 marked the largest gift ever received in UT history with the Letter of Intent to transfer Wildwood Farm to UT Martin. Thanks to the generosity of Melanie Smith Taylor and her family, Wildwood Farm will allow UT Martin to increase educational program offerings in veterinary health technology and other agricultural disciplines, leaving a lasting legacy for countless generations. The farm includes 350 acres of mixed pasture and mature oak woodlots surrounded by dense residential development. It will be incumbent upon us to honor the transformational gift provided by the Taylor family by providing much-needed hands-on teaching in agricultural sciences.

◦ **Safeguarding the success of the RiverLine project**

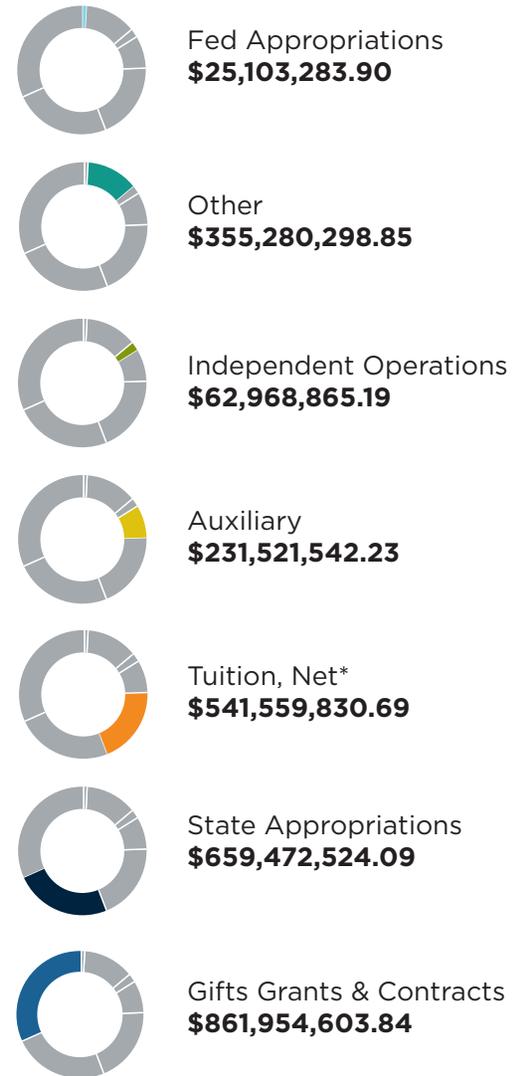
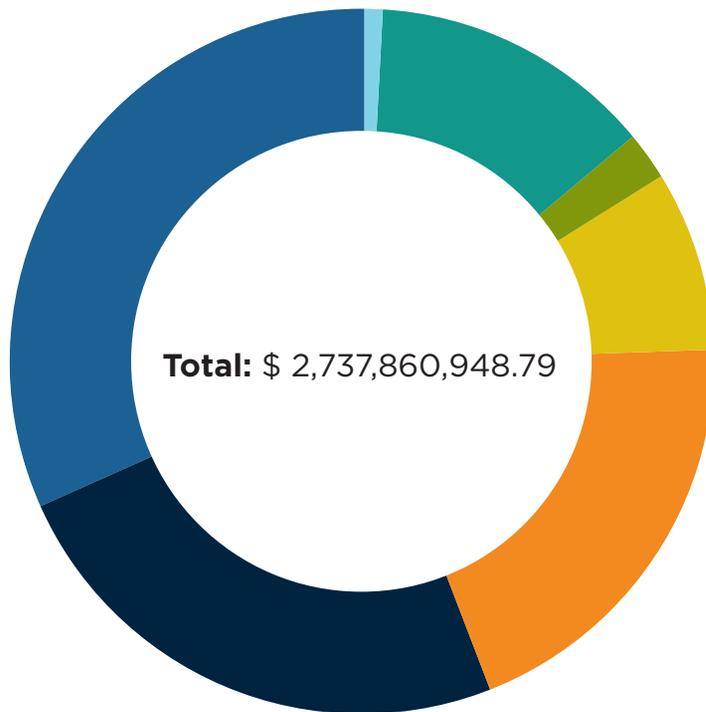
This regional initiative for a 652-mile paddle-hike-bike trail along the Tennessee River has now moved from critical research and concept planning to public outreach, events, grants, equipment and infrastructure investment. This momentum reflects the essential support of the initiative's principal partners, UT Knoxville, and the Tennessee Valley Authority, plus the support of many other partners.

◦ **SMART**

In 2021, SMART will work to identify opportunities across the UT System for synergy as well as additional opportunities to work in the local community level. In the coming months, UT will begin to transition SMART to be housed within the University of Tennessee Institute for Public Service (IPS). IPS has a long-standing history of providing localities in all 95 Tennessee counties with technical assistance, consulting, and education while working under the mission of serving business and government to improve the lives of Tennesseans. For the past 50 years, IPS has developed programs in response to needs across the state, and is now in a unique position to tackle one of the state's most challenging problems - the opioid and substance use crisis. Moving SMART under IPS will be a valuable addition to IPS and the state, providing statewide assistance to mitigate the consequences of the opioid crisis and substance use in Tennessee, allowing the agency to utilize existing resources and expertise through the UT System and expand efforts by way of the already existing IPS and Extension relationships and connections.

Sources of Current Funds

FOR THE FISCAL YEAR ENDED JUNE 30, 2021[†]

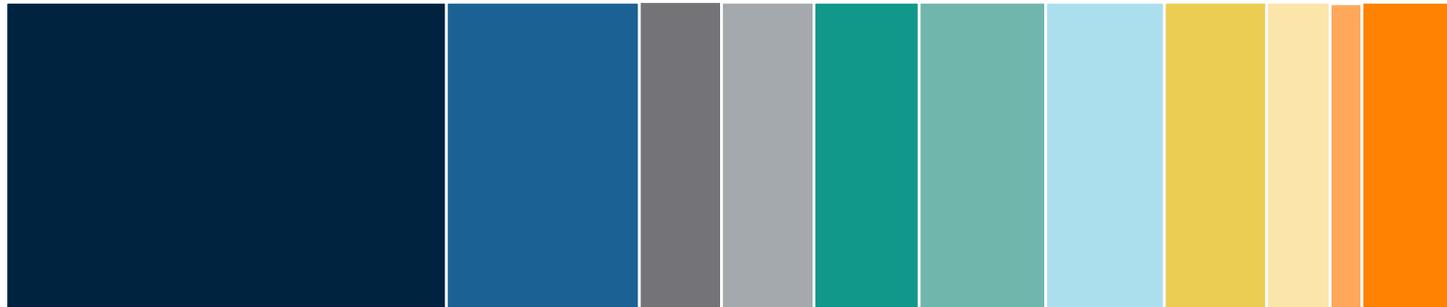


[†]Unaudited

*Gross tuition of \$814,269,692 is presented net of tuition discounts and allowances of \$272,709,861.

Uses of Current Funds

FOR THE FISCAL YEAR ENDED JUNE 30, 2021*

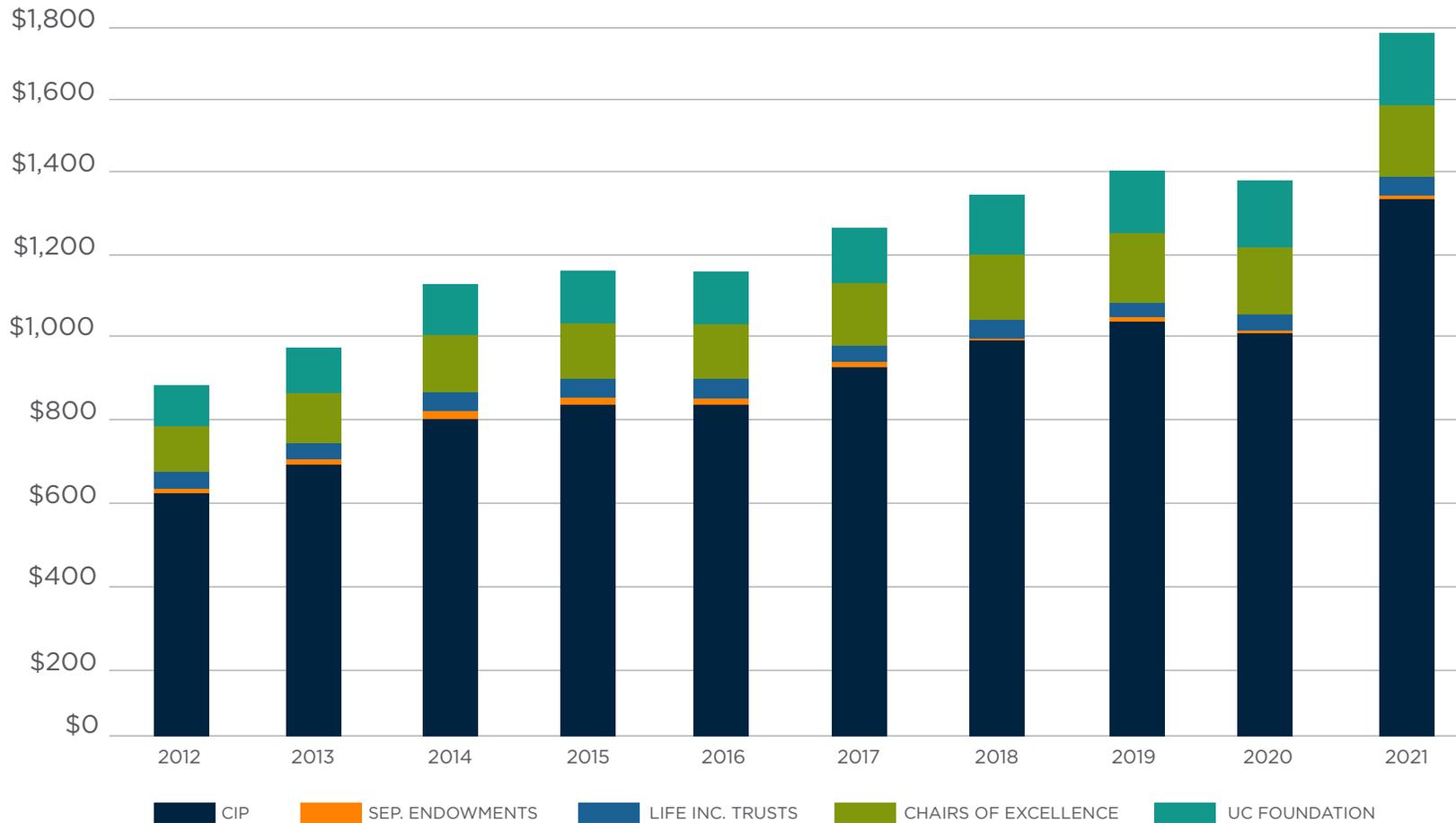


● Instruction	706,560,400.12	30.2%	● Physical Plant	165,278,675.58	7.1%
● Research	314,885,435.21	13.4%	● Student Services	100,003,635.55	4.3%
● Student Aid	136,364,720.06	5.8%	● Independent Operations	53,244,217.36	2.3%
● Public Service	148,195,662.54	6.3%	● Depreciation	148,055,856.51	6.3%
● Auxiliary Enterprises	171,155,024.01	7.3%			
● Academic Support	206,113,683.53	8.8%			
● Institutional Support	191,336,671.53	8.2%			

Total: \$ 2,341,193,982.00

FINANCIALS

Total Funds Invested for the Benefit of UT, 2012-2021



	CIP	SEP. ENDOWMENTS	LIFE INC. TRUSTS	CHAIRS OF EXCELLENCE	UC FOUNDATION	TOTAL ASSETS
2012	\$ 601	\$ 11	\$ 42	\$ 114	\$ 101	\$ 869
2013	\$ 672	\$ 12	\$ 44	\$ 123	\$ 112	\$ 963
2014	\$ 791	\$ 15	\$ 50	\$ 139	\$ 127	\$ 1,122
2015	\$ 822	\$ 15	\$ 44	\$ 137	\$ 131	\$ 1,150
2016	\$ 820	\$ 14	\$ 43	\$ 140	\$ 125	\$ 1,141

	CIP	SEP. ENDOWMENTS	LIFE INC. TRUSTS	CHAIRS OF EXCELLENCE	UC FOUNDATION	TOTAL ASSETS
2017	\$ 911	\$ 15	\$ 42	\$ 152	\$ 135	\$ 1,255
2018	\$ 976	\$ 10	\$ 43	\$ 160	\$ 149	\$ 1,339
2019	\$ 1,025	\$ 9	\$ 40	\$ 167	\$ 153	\$ 1,394
2020	\$ 990	\$ 9	\$ 38	\$ 170	\$ 164	\$ 1,371
2021	\$ 1,324	\$ 10	\$ 45	\$ 210	\$ 202	\$ 1,791

ENROLLMENT

University of Tennessee Fall Student Enrollments Headcount

	2017	2018	2019	2020	2021*	1-Yr Change N	%	% 5-Yr CHANGE	5-Yr TREND
UT SYSTEM									
Undergrad	39,162	40,043	40,589	41,184	42,207	1,023	2.5%	7.8%	
Grad / Professional	10,717	10,767	10,993	11,375	11,778	403	3.5%	9.9%	
Total	49,879	50,810	51,582	52,559	53,985	1,426	2.7%	8.2%	
UT KNOXVILLE									
Undergrad	22,317	22,815	23,290	24,254	25,067	813	3.4%	12.3%	
Grad-Academic	5,280	5,350	5,431	5,558	5,891	333	6.0%	11.6%	
Grad-Professional	724	729	739	747	743	(4)	-0.5%	2.6%	
Total Graduate/Prof	6,004	6,079	6,170	6,305	6,634	329	5.2%	10.5%	
Total	28,321	28,894	29,460	30,559	31,791	1,142	3.7%	11.9%	
Knoxville Campus									
Undergrad	22,317	22,815	23,290	24,254	25,067	813	3.4%	12.3%	
Grad	5,523	5,606	5,719	5,841	6,169	328	5.6%	11.7%	
Total	27,840	28,421	29,009	30,095	31,236	1,141	3.8%	12.2%	
Vet Med									
Undergrad	-	-	-	-	-	-	-	-	
Grad	373	369	370	381	380	(1)	-0.3%	1.9%	
Total	373	369	370	381	380	(1)	-0.3%	1.9%	
Space Institute									
Undergrad	-	-	-	-	-	-	-	-	
Grad	108	104	81	83	85	2	2.4%	-21.3%	
Total	108	104	81	83	85	2	2.4%	-21.3%	
UT CHATTANOOGA									
Undergrad	10,176	10,195	10,239	10,311	10,016	(295)	-2.9%	-1.6%	
Grad	1,411	1,393	1,351	1,384	1,441	57	4.1%	2.1%	
Total	11,587	11,588	11,590	11,695	11,457	(238)	-2.0%	-1.1%	
UT MARTIN									
Undergrad	6,330	6,674	6,763	6,395	6,007	(388)	-6.1%	-5.1%	
Grad	442	374	517	722	705	(17)	-2.4%	59.5%	
Total	6,772	7,048	7,280	7,117	6,712	(405)	-5.7%	-0.9%	
UT SOUTHERN (MARTIN METHODIST COLLEGE PRIOR TO 2021)									
Undergrad	977	901	890	791	852	61	7.7%	-12.8%	
Grad	11	9	14	21	24	3	14.3%	118.2%	
Total	988	910	904	812	876	64	7.9%	-11.3%	
UT HEALTH SCIENCE									
Undergrad	339	359	297	224	265	41	18.3%	-21.8%	
Grad-Academic	1,099	1,133	1,154	1,159	1,190	31	2.7%	8.3%	
Grad-Professional	1,761	1,788	1,801	1,805	1,784	(21)	-1.2%	1.3%	
Total Graduate/Prof	2,860	2,921	2,955	2,964	2,974	10	0.3%	4.0%	
Total	3,199	3,280	3,252	3,188	3,239	51	1.6%	1.3%	

NOTES:

* 2021 UT System numbers include UT Southern; prior years do not include UT Southern.

Includes non-degree seeking and dual enrollment (high school) students

Excludes students enrolled in audited classes and co-op courses

UTK includes Space Institute and Veterinary Medicine students

UTHSC excludes Residents in Health Sciences

Grad- Professional = Medicine: MD, Dentistry: DDS, Pharmacy: PHARMD, Law: JD, and Vet Med: DVM



UT THE UNIVERSITY OF
TENNESSEE
SYSTEM

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