

ANNUAL REPORT TO THE GENERAL ASSEMBLY 2022



THE UNIVERSITY OF
TENNESSEE
SYSTEM



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From President Randy Boyd

“Defining our Greatest Decade” represents the guiding principles for our work and a truth that is evident in all facets of what we do.

It may seem like a bold claim, but as we reflect on the past year, the proof isn’t hard to find.

Across our campuses—Knoxville, Chattanooga, Martin, Pulaski, the Health Science Center in Memphis, the statewide Institute of Agriculture

and the Institute for Public Service—the UT System has continued to create, inspire and guide our University towards increased excellence.

We’ve enjoyed record enrollment at a time when across the nation, enrollment has steadily declined in higher education. We welcomed additional strong leadership across the System and received historic investments from the Tennessee General Assembly, including funding for student scholarships, investments that help address the state’s medical residency shortage and significant financial support for the UT Oak Ridge Innovation Institute, which is now positioned to sustainably bring together leading scientists and engineers with students and faculty under one umbrella

to provide innovative education, training, and workforce development in areas of vital importance to Tennessee and our nation.

To truly fulfill our mission of building the greatest decade in UT’s history, we must work together to leverage every hour of every day with a sense of urgency. To that end, we implemented in-state tuition benefits for military-affiliated students at all campuses, established the non-partisan Institute for American Civics at UT Knoxville and are helping extend the educator pipeline through the Grow Your Own program. And there’s so much more.

At UT, we are defining our greatest decade not by chance, but because we have an unending desire to be the best we can be for our students, the great state of Tennessee and our nation. To that end, we will be working to identify and solve some of our state’s greatest challenges through collaboration, statewide outreach and education. It is something I know we can accomplish as I remain inspired by what we continue to accomplish every year across the state through collaboration across the System.

Defining our greatest decade is not just an ideology, it’s a truth. After the transformative year we’ve had, I’m more eager than ever to see it expanded upon in the years to come.

A handwritten signature in black ink, appearing to read "Randy Boyd". The signature is stylized with a large, sweeping initial "R" and a distinct "B".



UT SETS RECORD ENROLLMENT, SEES GRADUATION GAINS

At a time when almost half of high school seniors are deciding not to continue their education after graduation, the UT System enjoyed significant gains in enrollment.

Not only is the University of Tennessee attracting more students, in the past five years, it has seen a 2.7% growth in the six-year graduation rate. In 2022, UT Knoxville had a 72.6% six-year graduation rate, while UT Martin had 52.6% graduation rate and UT Chattanooga had a 52.3% graduation rate.



Total enrollment increased to 56,032, almost 4%, across the UT System, with undergraduate enrollment up nearly 5%. Additionally, the UT System saw an increase of 12.1% in new freshmen, as well as an increase of 4% in transfers and a 1.6% increase in new graduate students.



While overall enrollment of 11,283 declined 1.5%, the campus saw an 8.2% growth in new freshmen.



The total enrollment at UT's newest campus grew 6.6% to 934 students, in large part due to a 28.4% increase in new transfers. The campus also had a 16.7% increase in new graduate students.



Total enrollment grew 6.6% from 31,701 last year to 33,805 this year, with undergraduate enrollment up 7.9%. UT Knoxville led all campuses with a 15.1% increase in new freshmen and 9% growth in transfers.



Total enrollment grew 2.3% to 6,868 students, due to a 6.2% increase in new freshmen and a 5.7% increase in new transfers. The campus saw nearly 19.6% growth in new graduate students.



While total enrollment was down 2.9% to 3,142 students, undergraduate enrollment was up 11.7%. The campus also saw a 24% increase in new transfer students.

IN-STATE TUITION BENEFITS MILITARY



The University of Tennessee System began classifying veterans and military-affiliated individuals as in-state residents in Fall 2022.

This benefit allows military-affiliated students—veterans, active-duty military personnel, reservists, Tennessee National Guard members, and Army and Air Force ROTC cadets—to attend a UT institution of their choosing at the in-state tuition rate.

“In order to make this the greatest decade in UT history, we must continually seek ways to honor our land-grant mission by making our universities more accessible to those who wish to achieve their dream of earning a college degree,” UT System President Randy Boyd said. “We owe a great debt of gratitude to our military men and women. Lessening the financial burden of attending one of our universities is one small way we can say ‘thank you’ for your service.”

The UT System averages about 1,745 veterans, service members and dependents who are students on each of its campuses and institutes across the state.



NEW LEADERS CONTINUE PATH OF EXCELLENCE



Peter Buckley, UTHSC Chancellor

Feb. 1, 2022

Peter Buckley previously served as the dean of the Virginia Commonwealth University (VCU) School of Medicine since 2017 and also served for seven years as School of Medicine dean at the Medical College of Georgia in Augusta. A psychiatrist and international expert in schizophrenia, Buckley is also a professor of psychiatry. From January through September 2020, he served as interim CEO of VCU Health System and interim senior vice president of VCU Health Sciences while leading the health system-health sciences response to the COVID-19 pandemic. In service to academic medicine, Buckley chairs the Administrative Board of the Council of Deans of the Association of American Medical Colleges (AAMC) and is also on the AAMC's Board of Directors.



Carrie Castille, UTIA Senior Vice Chancellor/Senior Vice President

July 1, 2022.

Carrie Castille previously served as director of the National Institute of Food and Agriculture (NIFA), she was a senior leader in the United States Department of Agriculture (USDA) and the first woman to serve as NIFA director in a non-acting capacity. During her 14 months as NIFA director, 168 people were hired into or promoted from within the understaffed agency, employee satisfaction measures dramatically increased and the agency resumed its proper national leadership role in 4-H. Castille was appointed by the USDA secretary to the National Agriculture Research, Extension, Education and Economics (NAREEE) advisory board from 2010 – 2017. During this time, she served as NAREEE Board chair, and was a delegate to the Association of Public and Land-grant University's Council for Agriculture Research, Extension and Teaching.



Linda Martin, UTS Interim Chancellor

July 1, 2022.

Linda Martin serves as the vice president for academic affairs and student success for the UT System. She served as interim senior vice chancellor/senior vice president for the University of Tennessee Institute of Agriculture (UTIA) from September 2021 until taking on the role of interim chancellor. Martin's previous 10-year career at Ohio State included serving as the Sanford G. Price and Isabelle P. Barbee Endowed Chair for Teaching, Advising and Learning and as associate dean and director for academic affairs for the College of Food, Agricultural, and Environmental Sciences. Previously, she was assistant dean for academic programs for the College of Agricultural Sciences and Natural Resources at Oklahoma State University. Martin began her career in higher education as a faculty member at Kansas State University, serving in the department of animal sciences and industry for 15 years. In all, she has spent more than three decades at land grant institutions.

UT-ORII ESTABLISHES STATE AS PREMIER STEM HUB



The University of Tennessee–Oak Ridge Innovation Institute (UT-ORII) aligns the resources of statewide university system and the world’s premier research institution, UT and Oak Ridge National Laboratory, to establish Tennessee as the premier hub for science, technology,

engineering and math (STEM) talent, innovation and industry.

In response to America’s need for a stronger pipeline of STEM talent, UT-ORII officially launched in 2021. In April 2022, the Tennessee General Assembly voted to include \$72 million for UT-ORII in its FY22-23 state budget. This contribution completes the state’s \$80 million commitment to UT-ORII eight years ahead of schedule. State legislators funded \$8 million of that pledge in its FY21-22 budget.

“UT-ORII builds on existing strengths and partnerships with UT and Oak Ridge National Laboratory and establishes a strategic presence for critical collaborative research, interdisciplinary education and workforce development to move our state forward,” said UT System President Randy Boyd.

The institute is a system-wide initiative that works across the state of Tennessee.

UT-ORII is initially focusing its joint research, education and workforce development efforts on two areas of national and statewide importance: clean manufacturing



and advanced materials and energy storage and transportation. In 2022, actions to advance these efforts included:

- A targeted national recruitment campaign for two new Governor’s Chairs and additional joint faculty members with expertise in clean manufacturing and advanced materials, and energy storage and transportation.
- More than \$2.3 million in UT-ORNL joint research funding through new UT-ORII seed grants and the Science Alliance.
- An expanded recruitment effort of the best and brightest students for UT-ORII’s three graduate programs.
- Doubling the number of SMaRT (Student Mentoring and Research Training) interns. In 2022, 43 of the nation’s top undergraduates spent 10 weeks working alongside UT and ORNL researchers. The SMaRT program is one of the many ways UT-ORII is recruiting the most promising talent to its graduate programs and encouraging talented graduates to build careers in Tennessee.
- Train-the-trainer workshops on machining for Tennessee teachers, an America’s Cutting Edge workforce development effort supported by UT-ORII, the Institute for Advanced Composites Manufacturing Innovation (IACMI), the Department of Defense and UT Knoxville.
- Teaming with Nissan, Middle Tennessee Electric, Tennessee State University and Seven States Power Corporation to launch an innovative second-life battery storage project, with a UT-ORNL’s Governor Chair leading the research.
- The creation of a learning collaborative to share best practices and lessons learned on joint educational programs and models for collaborative research and engagement. Participants include UT Knoxville, UT Chattanooga, UT Martin, UT Health Science Center, Vanderbilt University, University of Memphis, Tennessee State University, East Tennessee State University, Pellissippi State, ORNL, Tennessee Achieves and IACMI.
- Planning for a spring 2023 launch of Science Saturdays, a new hands-on science program for Tennessee middle schoolers.



CIVICS INSTITUTE ESTABLISHED

Gov. Bill Lee and Tennessee lawmakers created the Institute of American Civics in the Howard H. Baker Jr. Center for Public Policy at UT Knoxville. It will support statewide efforts to advance civic education and constructive debate and to foster deeper understanding of American government and the principles that contributed to the country's founding.

Individuals from across the national political spectrum make up the 13-member Board of Fellows advising the Institute of American Civics. Board members are:

- **Phil Bredesen**, former Tennessee governor
- **Bill Haslam**, former Tennessee governor
- **A. B. Culvahouse**, counsel at O'Melveny & Myers and former United States ambassador to Australia, serving as chair
- **Marianne Wanamaker**, professor of economics and executive director of the Baker Center, the University of Tennessee, Knoxville
- **Danielle Allen**, professor of government and director of the Edmond J. Safra Center for Ethics, Harvard University
- **Arthur Brooks**, William Henry Bloomberg Professor of the Practice of Public Leadership, Harvard Kennedy School; professor of management practice, Harvard Business School
- **Daniel Diermeier**, chancellor of Vanderbilt University
- **Amy Elias**, Chancellor's Professor, distinguished professor of English and director of the UT Humanities Center, the University of Tennessee, Knoxville
- **Robert George**, McCormick Professor of Jurisprudence and director of the James Madison Program in American Ideals and Institutions, Princeton University
- **Claudia Williamson Kramer**, Probasco Chair of Free Enterprise, professor of economics, University of Tennessee at Chattanooga
- **Jon Meacham**, Carolyn T. and Robert M. Rogers Chair in American Presidency and co-chair of the Vanderbilt Project on Unity and American Democracy, Vanderbilt University
- **Glenn Reynolds**, Beauchamp Brogan Distinguished Professor of Law, the University of Tennessee, Knoxville
- **Paul Stumb**, president of Cumberland University

READING RESEARCH CENTER LAUNCHED

The Tennessee Department of Education and the University of Tennessee System launched the Tennessee Reading Research Center in 2022.

In January 2020, the Tennessee General Assembly passed the Tennessee Literacy Success Act in the extraordinary special session. This act laid a policy foundation for literacy in the state for educators, school districts, universities and communities to focus on improving literacy opportunities and ensure every student builds strong reading skills grounded in phonics.

The center will evaluate and independently analyze how the state's more than \$100 million investment of optional literacy supports and grants are improving student literacy rates, increasing the use of sounds-first instruction in Pre-K-3 classrooms, increasing the use of high-quality instructional materials, and preparing future educators for literacy instruction.

The center will focus on current data collected from the programming happening in classrooms, colleges and communities statewide as part of the state's comprehensive literacy initiative, Reading 360. In addition to the effectiveness of Reading 360 programming, the center will also ensure the requirements of the Tennessee Literacy Success Act are met.



First Lady Jill Biden at a pep rally hosted by UT Knoxville on September 12, 2022 with leaders, participants, and supporters of the Grow Your Own program.



GROW YOUR OWN BEGINS



The Tennessee Department of Education and the University of Tennessee System launched the Tennessee Grow Your Own Center, a \$20 million investment to support an innovative educator pipeline work through Tennessee's Teacher Apprenticeship model.

This program aims to set a new path for the educator profession and for Tennessee to be the top state in which to become and remain a teacher and leader. Educators statewide work hard to advance students' academic outcomes and ensure future readiness, inspiring their growth and achievement every day.

Tennessee is the first state in the country to sponsor Teacher Occupation Apprenticeship programs between school districts and educator preparation providers. Tennessee's Teacher Apprenticeship model aligns leading practices in teacher preparation and development with the rigors of the nationally registered apprenticeship processes.

"With four educator preparation programs located across the state in Knoxville, Chattanooga, Martin and Pulaski, and UT's presence in all 95 counties through the UT Institute of Agriculture, we are truly able to reach every corner of the state to support student achievement, train high-quality teachers and engage every school district," UT System President Randy Boyd said.

UT PROMISE EXTENDED TO HELP MORE STUDENTS

\$1.2 Million Gift Given on Behalf of Law Firm



In August and September, UT President Randy Boyd visited more than 20 high schools to increase awareness about the UT Promise program, which just extended the household income level for UT Promise scholarship recipients from \$50,000 to \$60,000.

“When UT Promise was launched two years ago, we traveled the state to educate high school students and educators about how UT is working to make it easier for working- and middle-class families to achieve a college degree,” Boyd said. “With the

change in UT Promise’s household income threshold, we are eager to travel the state again to make sure our communities know about the extra help that is available.”

At Central High School in Chattanooga during the tour, the Rufolo and Rodgers law firm announced the \$1.2 million gift to UT Promise. That gift will help graduates from 12 high schools in the Chattanooga area attend a UT System undergraduate campus.

UT Promise is a last-dollar scholarship program that guarantees free tuition and fees after other financial aid is received (such as Pell Grants, HOPE Scholarship or other institutional scholarships) for undergraduate, Tennessee residents with a family household income under \$60,000 enrolling at University of Tennessee campuses located in Knoxville, Chattanooga, Martin, Memphis and Pulaski.

“Increases in investments to the UT Promise Endowment mean even greater opportunities for students to achieve their dream of obtaining an undergraduate degree,” Boyd said. “Now, more than half of all Tennesseans can qualify financially for UT Promise, giving working and middle-class families a little extra help with college tuition and certain fees.”

UT announced plans for UT Promise in March 2019 for students with a household income of \$50,000 or less. Since that time, more than 1,800 students have enrolled at a UT campus tuition-free. The program also matches eligible students with a volunteer mentor to help ensure success throughout a student’s college career.



UT CERTIFIED AS A GREAT PLACE TO WORK



For the first time, the University of Tennessee System has earned its certification as a great place to work.

The Great Place to Work Certification is determined by random sampling of about 40% of our current employees and what they have to say about their experience

working at the University of Tennessee System, its campuses and institutes. This year, 72% of responding employees rated the UT System as a great place to work—15 points higher than the average U.S. company. Great Place to Work is the global authority on workplace culture, employee experience and the leadership behaviors proven to deliver market-leading revenue, employee retention and increased innovation.

“As we work to make this the greatest decade in UT history, our employees are at the very core of how we deliver services to our campuses and institutes across the state,” UT System President Randy Boyd said. “We have worked hard to shape culture, build purpose and enhance team cohesion, and this certification is one indication that we are successfully living out our values.”

Among the top statements garnered from UT employees, this survey found:

- 91% of employees have confidence that the UT System is a physically safe place to work.
- 84% of employees feel comfortable taking time off from work when necessary.
- 84% of employees feel they are given a lot of responsibility.
- 83% of employees feel good about the ways the UT System contributes to the community.
- 82% of employees take pride in telling others they work for the UT System.

BOARD OF TRUSTEES APPROVES ZERO PERCENT TUITION INCREASE, AGAIN



The University of Tennessee Board of Trustees has once again approved an across-the-board, zero percent tuition increase for its campuses across the state. This marks the second time in the past three years that UT students and families experienced no increase in tuition.

“Rising inflation is hitting our students and families particularly hard,” UT Board of Trustees Chair John Compton said. “Due in large part because of Gov. Bill Lee and our Tennessee General Assembly’s historic higher education budget of \$137 million, we are in the fortunate position to keep tuition and mandatory fees flat for FY 22-23.”

UT FOUNDATION SETS SECOND-HIGHEST FUNDRAISING YEAR

The University of Tennessee Foundation generated its second-highest fundraising totals in UT System history during the 2021-2022 fiscal year. The UT Foundation received over \$314 million in commitments from 75,572 donors, representing the largest number of donors in UT history.

“Our alumni and donors open doors, create opportunity and change lives through an unwavering commitment to UT, and that passion is found throughout our entire system, our state and beyond,” said Kerry Witcher, president and CEO of the UT Foundation.

Continuing to emphasize alumni engagement, each campus surpassed its alumni engagement goal and collectively UTFI set a new record with 246,730 alumni connecting with the university over the fiscal year. The Advocacy Network also grew to 8,143 with the addition of 492 new members.

This was a record-breaking year for UT Knoxville and UT Southern. UT Institute of Agriculture more than doubled its

giving totals from the previous year, and UT Knoxville Athletics had an increase of 4,153 donors. Between the four campuses that hosted days of giving campaigns—Chattanooga, Health Science Center, Knoxville and Martin—\$3.7 million in support was generated from 9,723 donors.

“In every corner of our state and beyond, I am touched and energized by the generosity of our alumni and donors,” UT System President Randy Boyd said. “These extraordinary philanthropic contributions translate into even more positive momentum as we work toward making this the greatest decade in UT history.”

The Foundation compiles giving from each campus and institute. Each campus totals were:

UT Knoxville— \$239.6 million

UT Chattanooga—\$10 million

UT Southern— \$4.9 million

UT Martin—\$16.5 million

UT Health Science Center—\$17.2 million

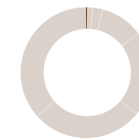
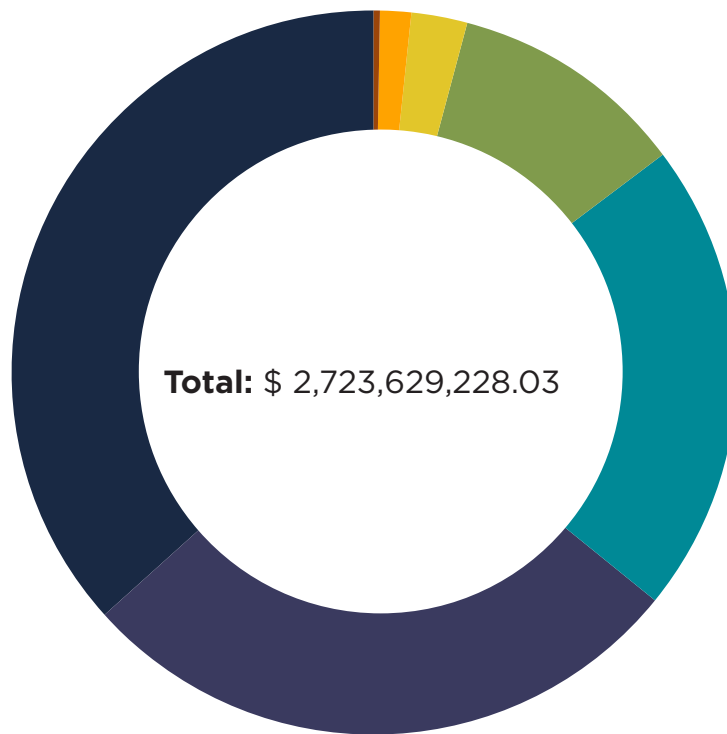
UT Institute of Agriculture—\$24.8 million



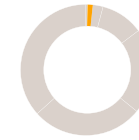


Sources of Current Funds

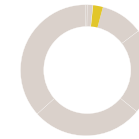
FOR THE FISCAL YEAR ENDED JUNE 30, 2022[†]



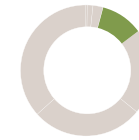
Fed Appropriations
\$13,911,056.07



Other
\$38,091,563.44



Independent Operations
\$69,101,441.39



Auxiliary
\$286,604,128.22



Tuition, Net*
\$572,465,143.76



State Appropriations
\$750,785,751.02



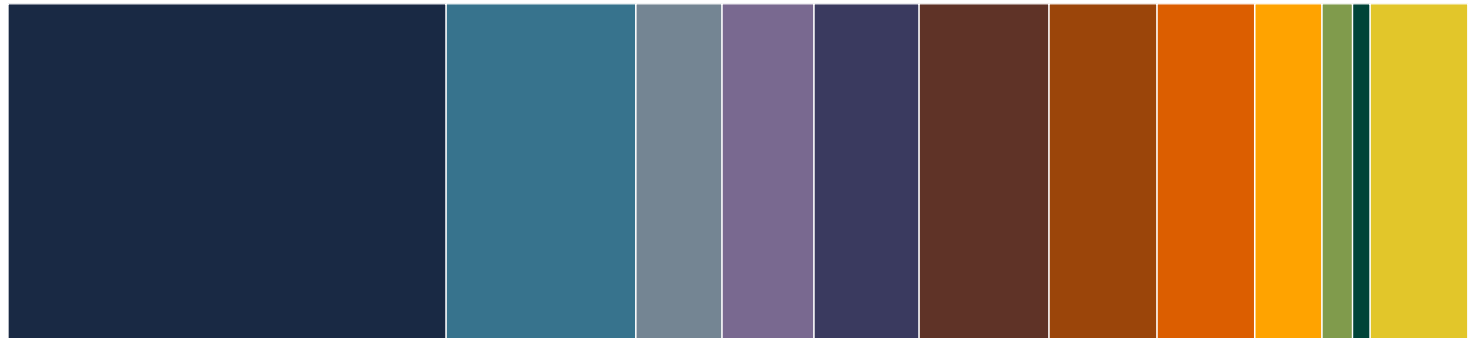
Gifts Grants & Contracts
\$992,670,144.13

[†]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, 2022[†]

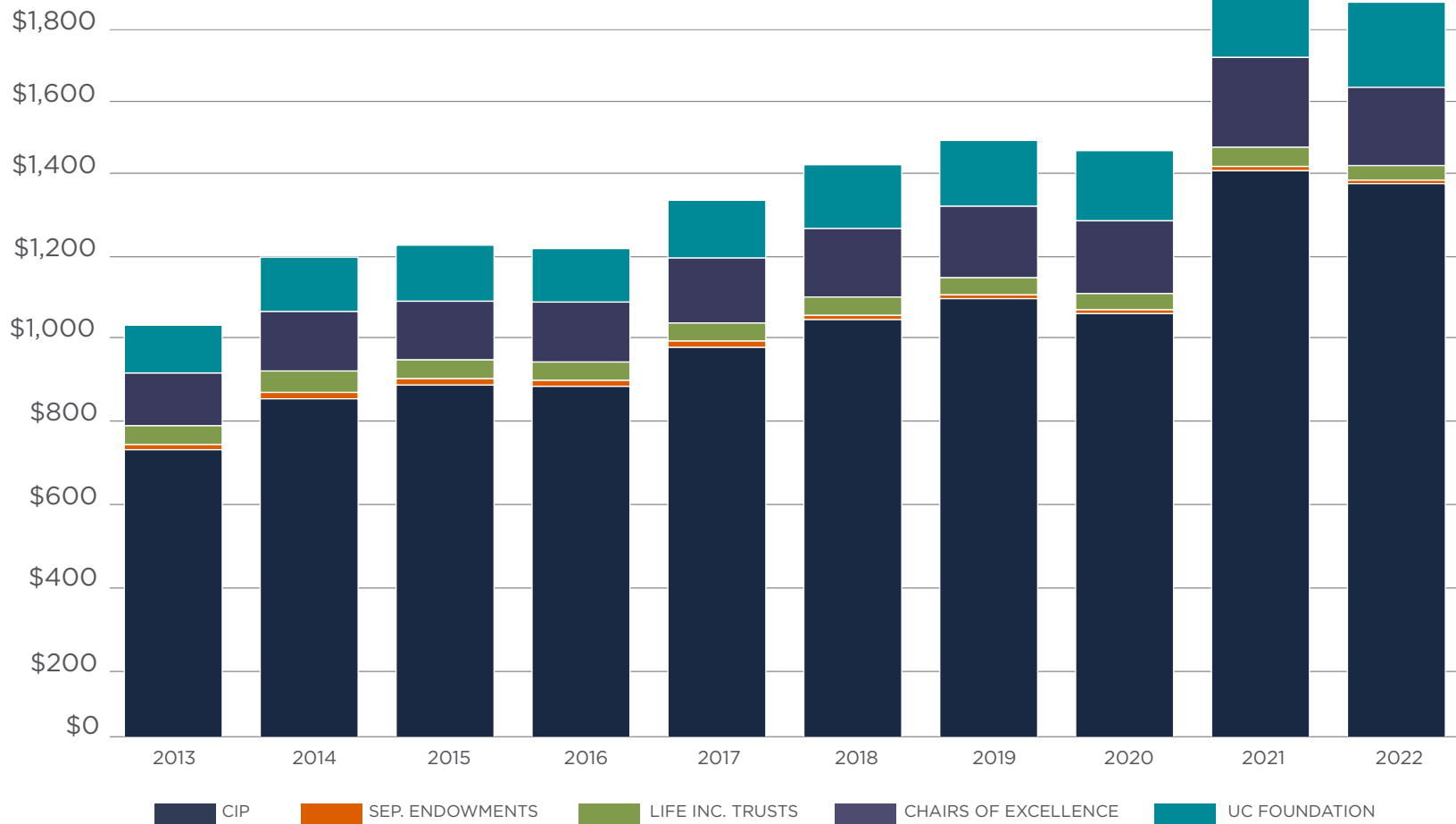


● Instruction	745,039,548.31	30.0%	● Physical Plant	166,361,639.82	6.7%
● Research	322,318,945.11	13.0%	● Student Services	114,449,517.71	4.6%
● Student Aid	146,321,290.15	5.9%	● Independent Operations	53,097,663.48	2.1%
● Public Service	156,834,150.25	6.3%	● Other	30,639,225.29	1.2%
● Auxiliary Enterprises	180,154,091.60	7.2%	● Depreciation	165,686,768.61	6.3%
● Academic Support	220,563,606.69	8.9%			
● Institutional Support	184,623,933.97	7.4%			

Total: \$ 2,486,090,380.99

[†]Unaudited

Total Funds Invested for the Benefit of UT, 2013-2022



	CIP	SEP. ENDOWMENTS	LIFE INC. TRUSTS	CHAIRS OF EXCELLENCE	UC FOUNDATION	TOTAL ASSETS
2013	\$ 672	\$ 12	\$ 44	\$ 123	\$ 112	\$ 963
2014	\$ 791	\$ 15	\$ 50	\$ 139	\$ 127	\$ 1,122
2015	\$ 823	\$ 15	\$ 44	\$ 137	\$ 131	\$ 1,151
2016	\$ 820	\$ 14	\$ 43	\$ 140	\$ 125	\$ 1,141
2017	\$ 911	\$ 15	\$ 42	\$ 152	\$ 135	\$ 1,255

	CIP	SEP. ENDOWMENTS	LIFE INC. TRUSTS	CHAIRS OF EXCELLENCE	UC FOUNDATION	TOTAL ASSETS
2018	\$ 976	\$ 10	\$ 43	\$ 160	\$ 149	\$ 1,339
2019	\$ 1,025	\$ 9	\$ 40	\$ 167	\$ 154	\$ 1,396
2020	\$ 990	\$ 9	\$ 38	\$ 170	\$ 164	\$ 1,370
2021	\$ 1,324	\$ 10	\$ 45	\$ 210	\$ 204	\$ 1,792
2022	\$ 1,294	\$ 8	\$ 34	\$ 183	\$ 199	\$ 1,719

ENROLLMENT

University of Tennessee Fall Student Enrollments Headcount

	2018	2019	2020	2021*	2022*	1-Yr Change N	%	% 5-Yr CHANGE	5-Yr TREND
UT SYSTEM									
Undergrad	40,043	40,589	41,184	42,207	44,280	2,073	4.9%	10.6%	
Grad / Professional	10,767	10,993	11,375	11,776	11,752	(24)	-0.2%	9.1%	
Total	50,810	51,582	52,559	53,983	56,032	2,049	3.8%	10.3%	
UT KNOXVILLE									
Undergrad	22,815	23,290	24,254	25,067	27,039	1,972	7.9%	18.5%	
Grad-Academic	5,350	5,431	5,558	5,891	5,988	97	1.6%	11.9%	
Grad-Professional	729	739	747	743	778	35	4.7%	6.7%	
Total Graduate/Prof	6,079	6,170	6,305	6,634	6,766	132	2.0%	11.3%	
Total	28,894	29,460	30,559	31,701	33,805	2,104	6.6%	17.0%	
Knoxville Campus									
Undergrad	22,815	23,290	24,254	25,067	27,039	1,972	7.9%	18.5%	
Grad	5,606	5,719	5,841	6,169	6,290	121	2.0%	12.2%	
Total	28,421	29,009	30,095	31,236	33,329	2,093	6.7%	17.3%	
Vet Med									
Undergrad	-	-	-	-	-				
Grad	369	370	381	380	396	16	4.2%	7.3%	
Total	369	370	381	380	396	16	4.2%	7.3%	
Space Institute									
Undergrad	-	-	-	-	-				
Grad	104	81	83	85	80	(5)	-5.9%	-23.1%	
Total	104	81	83	85	80	(5)	-5.9%	-23.1%	
UT CHATTANOOGA									
Undergrad	10,195	10,239	10,311	10,016	9,884	(132)	-1.3%	-3.1%	
Grad	1,393	1,351	1,384	1,441	1,399	(42)	-2.9%	0.4%	
Total	11,588	11,590	11,695	11,457	11,283	(174)	-1.5%	-2.6%	
UT MARTIN									
Undergrad	6,674	6,763	6,395	6,007	6,165	158	2.6%	-7.6%	
Grad	374	517	722	705	703	(2)	-0.3%	88.0%	
Total	7,048	7,280	7,117	6,712	6,868	156	2.3%	-2.6%	
UT SOUTHERN (MARTIN METHODIST COLLEGE PRIOR TO 2021)									
Undergrad	901	890	791	852	896	44	5.2%	-0.6%	
Grad	9	14	21	24	38	14	58.3%	322.2%	
Total	910	904	812	876	934	58	6.6%	2.6%	
UT HEALTH SCIENCE									
Undergrad	359	297	224	265	296	31	11.7%	-17.5%	
Grad-Academic	1,133	1,154	1,159	1,188	1,160	(28)	-2.4%	2.4%	
Grad-Professional	1,788	1,801	1,805	1,784	1,686	(98)	-5.5%	-5.7%	
Total Graduate/Prof	2,921	2,955	2,964	2,972	2,846	(126)	-4.2%	-2.6%	
Total	3,280	3,252	3,188	3,237	3,142	(95)	-2.9%	-4.2%	

NOTES:

*2021 and 2022 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

A woman with brown hair tied back, wearing safety glasses and a grey polo shirt, is operating a large industrial machine labeled "DuraMax". She is positioned on the left side of the frame, looking down at a control panel. The machine is white and black, with a large black control panel on the right. In the background, other people in red shirts are working at similar machines in a large, well-lit industrial or laboratory setting.

DuraMax



THE UNIVERSITY OF
TENNESSEE
SYSTEM

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