I have completed an exciting first year as dean, and the college is engaging in its first year of a strategic plan adopted last spring. The college remains committed to the tradition of a broad liberal arts education while pursuing the vision of becoming a Top 25 college within a public research university. Now is an opportune time to reflect on the college’s accomplishments and new areas of investment during the past year.

Last year, the annual report introduced the five overarching goals of our five-year strategic plan, and this year we report on our progress in providing an excellent education to well-prepared and diverse undergraduate and graduate students; improving the visibility of our faculty research and creative activities and supporting the quality of those endeavors; hiring and rewarding the best faculty and staff; improving the infrastructure of the college; and developing the resource base to support these improvements. These intertwined goals have become more specific and concrete this year after we completed a gap analysis comparing our college to similar liberal arts colleges at Top 25 public research universities. We are now looking beyond our five-year plan to 2020, envisioning our course of action and the resources we will need to close this gap. The most compelling conclusion from our analyses is that accomplishment of our goals of enriching undergraduate and graduate education while increasing research productivity is predicated on three variables: significant growth in the size of our tenure-line faculty with complementary increases in essential graduate student and staff positions and improvements in infrastructure to support their success.

We have made substantive progress in our goals, including refining our academic priorities, making new investments in hiring, and funding new initiatives that support our pursuit of excellence in several key areas. Our report is presented again in sections that relate to our five strategic goals, with stories about the successes of the college from each of our four divisions: humanities, social sciences, natural sciences, and visual and performing arts. I invite you to read about our successful faculty, staff, and students and our many accomplishments during the past year.

Theresa M. Lee, Dean
SECTION 1. UNDERGRADUATE EDUCATION

Our commitment to excellence in undergraduate education is highlighted by the involvement of our senior faculty in undergraduate instruction, including offering students opportunities to engage in small seminars, independent studies, research experiences, study abroad, internships, and community service. Effective academic advising and tracking of degree progress to four-year graduation also support student success.

RUNNING WITH HOPE

She’s an outstanding student and athlete. But what really defines Chelsea Knotts is her passionate drive to help and inspire others, especially the homeless.
Chelsea Knotts is a student with many talents, but her determination to use her abilities to enhance another’s quality of life makes her stand out from the crowd.

The 2012 graduate in biochemistry and cellular and molecular biology (BCMB) was a Torchbearer, a Haslam Scholar, UT’s candidate for the Rhodes Scholarship, a Robert C. Byrd Honors Scholarship recipient, and a member of the Lady Vols track and field team. But perhaps her most noteworthy accomplishment during her undergraduate years at UT was her leadership and organization of a running club for area homeless.

Knotts led the effort to create the Running with Hope 5K run and one-mile Fun Run to benefit Redeeming Hope Ministries as part of the Haslam Scholars service project. Knotts and other Haslam Scholars encouraged the homeless in the Fort Sanders area of Knoxville to race for their own cause of ending chronic homelessness.

“Through this experience, I was able to see firsthand my love of science with my love of people,” Knotts says. “I gained a better appreciation for their struggles and a passion for helping people in all walks of life. I also gained meaningful relationships with people that I normally would not have encountered.”

Since then, her desire to help people has only grown. Now Knotts is enrolled at West Virginia University Medical School to pursue a career as a doctor. She currently assists with research in the neurosurgery research lab and is active in a homeless outreach program that focuses on providing necessities and basic medical care to area homeless.

“BCMB prepared me well for my first year of medical school, giving me an in-depth look at the biology and chemistry underlying basic processes of the human body,” she says.

Knotts has been interested in medicine since she was a little girl. The day after she was born, her father passed away due to a brain tumor. Her mother and grandmother were both nurses. In addition to growing up around the field of medicine, her natural empathy to those in need contributes to her passion.

“On a personal level, I want to help people have a better quality of life while solving problems that affect people universally,” Knotts says. “Medicine combines my love of science with my love of people.”

Secret to success

Ask Drew Shapiro the secret to his success, and he’ll quickly respond, “Persistence and hard work!”

This was a lesson Shapiro learned at home in Germantown, Tennessee. At UT, while pursuing a rigorous curriculum of science, history, and business, he achieved academic excellence and an admirable record of community service.

Shapiro’s campus activities included serving as an executive officer in his fraternity and the Interfraternity Council. As the Student Government Association student services director, he drew attention to campus safety issues. He served on the Knoxville mayor’s Student Advisory Board and volunteered his time to Habitat for Humanity and the Love Kitchen.

Just before graduating in 2012, Shapiro was awarded the coveted Torchbearer award, the university’s highest honor for academic achievement and commitment to others through contributions to the university and larger community. Shapiro is currently in the Knoxville Fellows Program and pursuing admission to medical school.

Etching her path

Catherine Widner expected to attend her parents’ alma mater of UT following high school graduation. What she didn’t anticipate was a major in art.

Initially she declared psychology as a major. But then she enrolled in Art 103 as an elective and discovered UT’s printmaking program, ranked third in the nation by U.S. News and World Report. She was introduced to the art of printmaking and terrific faculty mentors and was hooked. Widner changed her major from psychology to art and has never looked back.

Widner’s capstone project was shown at UT’s Downtown Gallery, the Ewing Gallery, and Hodges Library. Following graduation this year, she will pursue graduate studies and an art teaching career.

No boundaries

Candace Swanigan came to UT in 2008 as one of fifteen students in the first class of Haslam Scholars. Swanigan completed a double major in psychology and French with a pre-med concentration. She also studied abroad in China, France, and Kenya. In Knoxville she volunteered as a cognitive evaluator at the Cole Neuroscience Center and was on the Knoxville Opera Board.

Swanigan graduated in December 2012, and beginning in July 2013 will serve in the Peace Corps, where she will be stationed in the Philippines and work in youth development. She plans to continue her education by merging the fields of medicine and international public health to become a health care provider in communities around the world. Her long-term career goal is to join Doctors Without Borders.
Improving the quality and diversity of graduate students is critical for recruiting top faculty and advancing our research productivity. Our investment this year in raising graduate student stipends to more competitive levels and enhancing recruitment efforts resulted in an increase in diversity and the attraction of a greater number of excellent new students.

Her knowledge of bustiers, bustles, and everything between led to stunning costume designs for UT’s production of Sweeney Todd. Now, all the world’s a stage for MFA student Miwa Ishii, and she’s ready to bring her dramatic ideas to audiences far and wide.
W e have some shepherd’s pie peppered with actual shepherd on top," sings Mrs. Lovett. She and Sweeney Todd have just hatched their sinister plan for money and revenge through a bloodthirsty recipe.

The main ingredients, of course, are “a little priest” here, a “Royal Marine” there, and other savory (and not-so-savory) men around London.

When we next see the two antiheroes, they’ve sold enough of their “meat pies” to go from wearing the tattered, soiled clothes of peasants to sumptuous, colorful Victorian fashions. And we see Mrs. Lovett and Sweeney Todd stand out brilliantly from their fellow Londoners.

Mrs. Lovett and Sweeney Todd’s transformation from rags to riches in this case is all thanks to Miwa Ishii, a graduate student pursuing an MFA in theater with a concentration in costume design. Her designs captured the essence of the characters portrayed in the Clarence Brown Theatre’s 2012 production of Sweeney Todd: The Demon Barber of Fleet Street, starring Jeff Austin and Sweeney Todd. Ishii’s designs were part of her thesis project and will lead to her graduation this May.

“I was always interested in art and studied a little fashion design and tailoring in high school,” says Ishii. However, she wasn’t sure what career she wanted to pursue. Instead of staying in Japan—where she would have to declare her major when applying for the college entrance exam—Ishii decided to come to the United States, where she could explore different interests before deciding on her major.

She first earned an AA at Coffeyville Community College and a BA in technical theater at Southwestern College, both in Kansas. She interned at the Goodman Theatre in Chicago and the Shakespeare Theatre Company in Washington, DC, and then came to UT. This year, Ishii is the first UT student to be accepted to both the Young Designers’ Forum and the Young Technicians’ Forum of the United States Institute for Theatre Technology.

With graduation drawing near, Ishii is focused primarily on the search for her next project, whether it be for stage, film, or television.

“I do hope that I will get to work on a piece that relates to a modern audience,” Ishii says. “After all, the reason I create costumes is not because I adore pretty garments (though I definitely do), but because I aspire to tell a story that can touch, move, and affect people. Costumery is one of the tools that help create this communication.”
The percent of faculty with research funding continues to rise, and the research expenditures remain steady despite the challenges of budget cuts in federal funding agencies. The UT Humanities Center named its inaugural class of fellows this year, while interdisciplinary research is flourishing in the Center for the Study of Social Justice and the Marco Institute for Medieval and Renaissance Studies.

The humanities focus on the quest for understanding the human experience throughout history. Disciplines like philosophy, religion, history, and classic and modern literatures and languages reveal the various ways people of ancient and modern times interpret, document, process, and communicate their experience.

Using methods that are analytical, comparative, critical, and sometimes speculative, humanities faculty may pursue their scholarship and discovery through the examination of frayed ancient documents, comparisons of accounts of historical events, interpretation of cultural myths and rituals, and reflection on contemporary ethical issues in modern science and social policy.

Humanities education is perhaps the most transformative part of the undergraduate experience because these studies require students to consider the meaning of what it is to be human, our place in the universe, and our inherent obligation to extend compassion and social justice to one another.

Established by the college in 2012, the UT Humanities Center—directed by Thomas Heffernan, the Kenneth Curry Professor of the Humanities—aims to enrich teaching and research in the humanities and encourage collaboration not only among humanities faculty, but also between faculty in the humanities and other disciplines. It also emphasizes the heightened relevance of the humanities in an increasingly technological and global society.
Collaborating to address adversity

The Department of Anthropology has launched a pioneering new program on disasters, displacement, and human rights (DDHR).

The new DDHR program integrates the research interests of a number of faculty and opens another arena for faculty and graduate students to engage in public scholarship addressing large and challenging societal problems and issues. It also enriches the college’s graduate and undergraduate curriculum with a graduate certificate and undergraduate concentration to be implemented in the fall of 2013.

Preparation for the world stage

UT Opera Theatre, a nationally competitive graduate program, is known for its excellence and the quality and placement of its graduates.

Director James Marvel says his goal is to create a world-class training program for professional opera singers.

“Between our ever-growing relationship with the professional Knoxville Opera Company and our own productions, our students are given many more performance opportunities than most of their colleagues in other programs,” Marvel says.

“Part of our appeal is that we keep the program smaller by design so that each student receives individual attention. We currently have several students performing with major companies in America and around the world.”

Soprano Maria Natale is currently singing the role of Liu in the Saratoga Opera production of Puccini’s Turandot, bass Kevin Burdette has sung with Paris Opera and is a regular with the Metropolitan Opera, and bass Craig Irvin has appeared often with the Chicago Lyric Opera. Current student and soprano Linda Brimer will be with the San Francisco Opera during the summer as a member of their prestigious Merola Opera Program.

Cutting-edge tools

The university has two new, cutting-edge microscopes worth $3.5 million. The Zeiss Libra 200 Transmission Electron Microscope has the power to see at the atomic level, while the Zeiss Auriga CrossBeam microscope has the power to slice and cut at the nano scale.

The microscopes are key to discovering and improving advanced materials used in areas like medicine, nuclear security, nanotechnology, and green power. They eventually will be housed in the new building for the Joint Institute for Advanced Materials (JIAM).

The microscopes are among the most powerful in the world and in unique in that they can be controlled remotely. Complementary to capabilities at Oak Ridge National Laboratory, the new microscopes will be used for fundamental research and training of students in several departments of the college, including chemistry, physics, biological sciences, and earth and planetary sciences.

Established in 2005, JIAM comprises a multidisciplinary team of scientists from UT and Oak Ridge National Laboratory and operates at the forefront of modern materials science in facilities across campus. The permanent site of JIAM, located at Cherokee Farm, is currently under construction and slated to open in 2015 as a state-of-the-art materials research center.

Percent Faculty with External Funding Expenditures, 2009-2012

- Natural Sciences
- Social Sciences
- Humanities/Arts
- College

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As a graduate student at Harvard, Dan Simberloff was interested in conservation ecology and biodiversity. His academic interest in invasive species was sparked when it occurred to him that they could be useful in testing ecological theories. Thus began his pathbreaking research in a field that would not come into its own until the mid to late 1980s.
After earning his bachelor’s and doctoral degrees, Simberloff quickly gained prominence in the field of ecology and was appointed to the Nature Conservancy’s Board of Governors. A part of each meeting was a report from the staff hired as land stewards who managed the more than a million acres of land reserves owned by the conservancy. Simberloff observed that the bulk of the stewards’ reports related to frustrations with invasive species. He listened to these reports, learning about non-native plants and animals that threatened native communities and ecosystems. He was compelled to make the issue a focus of his inquiry, and his research took on practical significance.

Years later, Simberloff has become an internationally recognized expert on invasive species, their conservation implications, and their impact on the loss of biodiversity. He has published more than 500 peer-reviewed papers, popular articles, and book reviews and is the senior editor of the new *Encyclopedia of Biological Invasions*.

Simberloff is the distinguished professor and Nancy Gore-Hunger Professor of Environmental Studies in the Department of Ecology and Evolutionary Biology. His honors include election as a fellow of the American Academy of Arts and Sciences in 1993, the Eminent Ecologist Award of the Ecological Society of America in 2006, and the 2012 Ramon Margalef Award for ecology. The world’s preeminent prize for ecology and environmental science. Simberloff is also a member of the prestigious National Academy of Sciences.

Beyond recognition of his professional success, Simberloff is committed to mentoring junior colleagues and students, including doctoral student Sara Kuebbing. Simberloff serves as the major professor for Kuebbing’s dissertation. She is one of three recipients of the 2012 Graduate Student Policy Awards presented by the Ecological Society of America to recognize exemplary student research with implications for public policy. Not surprisingly, her doctoral research examines solutions and management of invasive plant species. She is prepared to carry on her distinguished mentor’s work.

**What’s so funny about Methodists?**

Serendipity led Misty Anderson, professor of English, down a new avenue of scholarship six years ago. Anderson had published *Female Playwrights and Eighteenth-Century Comedy: Marriage on the London Stage* and numerous scholarly articles. She intended to write her second book about theatrical after-pieces in the eighteenth century. These were short, topical, and usually humorous plays that would come at the end of an evening in the theater. In the process of her research, she discovered a bounty of material about Methodists that posed a question: What’s so funny about Methodists?


**‘Handwriting of humankind’**

While crime scene investigation shows are among the most popular on TV, real-life forensic science is not for the faint of heart, as Dewnis Steadman, professor and director of the Forensic Anthropology Center, can attest. For nearly twenty years, she has researched skeletal biology, evaluated the diseases of ancient populations, and helped identify missing persons in forensic anthropological casework and human rights investigations. Her research includes prehistoric and historic cemetery sites, human rights investigations in Argentina, Spain, and Cyprus, and a National Science Foundation-funded study on warfare and community health in prehistoric Tennessee. Her book, *Hard Evidence: Case Studies in Forensic Anthropology*, emphasizes the multidisciplinary, collaborative nature of her field. While Steadman regularly consults for medical examiners and law enforcement, she is quick to add that her role doesn’t include interrogating suspects and synthesizing all the evidence in a case—contrary to what her role doesn’t include interrogating suspects and synthesizing all the evidence in a case. She intended to write her second book about theatrical after-pieces in the eighteenth century. These were short, topical, and usually humorous plays that would come at the end of an evening in the theater. In the process of her research, she discovered a bounty of material about Methodists that posed a question: What’s so funny about Methodists?


**‘Handwriting of humankind’**

From a cash register receipt to a precious gemstone, objects of all forms can be a source of inspiration for Jered Sprecher, associate professor of art. His eclectic aesthetic explores what he calls the “handwriting of humankind”—the vast array of marks and images made throughout human history.

“I try to grasp a single moment, a glance, a small epiphany,” Sprecher says. “The paintings are haptic documents of these remnants of communication.”

Throughout his career, Sprecher has received numerous honors, awards, and grants for his abstract paintings and drawings, which have been showcased in twenty-five solo exhibitions, seventy group exhibitions, and ten juried exhibitions in US and European galleries. In 2003, he received the Marie Walsh Sharpe Foundation Fellowship; in 2009, the prestigious John Simon Guggenheim Memorial Foundation Fellowship; and in 2010, the UT Chancellor’s Award for Professional Promise in Research and Creative Achievement. He will be an artist in residence this summer at the Chinati Foundation in Marfa, Texas.
twenty-six years ago, Will Fontanez came to the city of Knoxville to coach gymnastics, but after learning of an opening in UT’s geography department, he applied and was named director of the Cartographic Services Laboratory. Under his leadership, the lab is nationally recognized and produces thematic maps, maps for journals and textbooks, and maps of the UT campus and the Great Smoky Mountains.

Fontanez also teaches introductory mapmaking. Nine of his students have interned with the National Geographic map division, and six have worked for the CIA’s cartographic division.

Beyond mapping, Fontanez serves as the east technical director for the National Gymnastics Judges Association, is internationally certified, and assigns officials for USA Gymnastics events.

From cartwheels to cartography

Our faculty are committed to producing graduates with the skills to communicate clearly, think independently, solve problems, work collaboratively, adapt to a changing world, and engage in lifelong learning and who have knowledge of self and an understanding of the world to lead a meaningful life, pursue a productive and engaging career, and find ways to make their community a better place in which to live.
Alumni give back to the college in many ways. Their life stories exemplify the value of a liberal arts education and its lasting relevance to society today. The advocacy and generous philanthropic support of donors—as alumni or friends—strengthens the college and heightens the excellence we can achieve.
In an artist’s toolbox, there are many instruments: paint, brushes, pencils, clay. One might think that a computer, a scanner, and a wide-format printer wouldn’t fit there, but Accomplished Alumnus Wade Guyton (’95) would disagree.

Guyton’s use of nontraditional materials and media has earned him much praise and exhibitions throughout Europe. Recently, he became the first UT alumnus to feature work at the world-renowned Whitney Museum of American Art in New York City.

The exhibition, Wade Guyton OS, was a mid-career survey of Guyton’s art. Included in the exhibit were pieces that perhaps began as a page in a book that he ripped out, scanned, molded to his liking, and printed on his Epson Stylus. He also favors the use of X’s and U’s in his work, and any glitches, globs, or smears that result from printing become part of his art.

As an elementary school student in Lake City, Tennessee, Guyton says he didn’t have the feel for drawing, so he let his stepfather complete his art assignments. It was at UT that Guyton says he was “seduced by art.” As a member of the College Scholars program, he was able to tailor his coursework to accommodate his desire to become an artist. He earned a bachelor’s degree with an emphasis in fine arts and cultural theory.

Guyton left for New York City in 1996, studied at Hunter College, and worked at the Dia Art Foundation and a local bookstore. When the foundation closed its doors, Guyton moved to a studio in the East Village. His small space quickly filled up with materials for sculpture, instruments: paint, brushes, pencils, clay. An artist’s toolbox, there are many tools: paint, brushes, pencils, clay.

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“I started tearing out pages of books and magazines that were around the studio and started making marks on them or just X-ing out images,” Guyton told The New York Times. “Then I realized that the process of drawing didn’t make sense to me. The labor didn’t match up to what I was trying to do. And I thought the printer could make these things better than I could.”

Guyton has maintained strong ties with the School of Art at UT. He has recommended artists to participate in its highly competitive Artist-in-Residence (AIR) program and in exhibitions at local galleries. Most recently, he and fellow alumni artists Meredith Sparks (’94) and Josh Smith (’98) have launched an initiative to curate and produce a series of three limited-edition art boxes of artwork by selected UT alumni and former AIRs to help the school’s fundraising effort to endow the AIR program.

“I would not be an artist,” says Guyton, “if it were not for my UT experience.”

Big Orange pride

Although Jeff and Debbie Chapman have spent most of their lives in Georgia, they feel a strong sense of ownership and pride in the state of Tennessee and UT. Jeff is a 1976 graduate of political science and now chairs the department’s advisory board. He and Debbie also serve on the Dean’s Advisory Board. Because the Chapmans have experienced the benefits of having a liberal arts degree, they seek to ensure others have the same opportunity. They make annual gifts to several arts and sciences departments and have an estate commitment for the Department of Political Science.

“Investing in higher education leads to better jobs and a higher standard of living for the state,” Jeff says. “We believe it is the duty of every alumnus to make a contribution to the college.”

Setting the stage

Recently, the Clarence Brown Theatre (CBT) has become a visible link between UT, the city of Knoxville, and the East Tennessee community, due in large part to the enthusiastic work of the CBT Advisory Board.

When Cal MacLean became department head seven years ago, his goal was to engage the board in increasing community support for the theatre. The board quickly adopted a commitment to extend the work of the CBT into the social fabric of the community, tying contributions to social events and galas.

Now, the CBT has been able to fund professional resident and guest artists, thanks to donors like longtime board member Bob Parrott, who acknowledges that superior performances by educators, staff, and students deserve recognition and support.

Liz Stowers, current chair of the board, says theater brings intellectual, culturally literate people together from diverse academic backgrounds.

“We in the community feel compelled to support the university for its gift of theatre to this region,” she says. “The arts are the civilizing component of any society.”

On track

Three-time Olympian and world champion Dee Dee Trotter (’96) is best known for her speed, but before she was on the medal stand, she was a UT sociology major. She grew up wanting to play basketball for the Lady Vols but found her road to UT through track and field. Although it meant forfeiting a year of athletic eligibility to pursue a professional track and field career, Trotter stayed in Knoxville to earn her college degree. She credits her UT classes with giving her an understanding of the social causes and consequences of human behavior, which she applies when mentoring young adults.

These days, when Trotter isn’t on the track or on a fashion shoot for Wilhelmina Models, she’s working with her own nonprofit organization, Test Me I’m Clean, dedicated to educating athletes about the dangers of performance-enhancing drugs.

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Living the good life

James Trolinger could be the poster alumnus for the college, having combined interests in science and art to pursue a productive career, a fulfilling life, and a commitment to making the world better. Trolinger began his career after earning a BS and PhD in physics at UT. The physics department presented him with a Distinguished Alumni Award in 2009 for his outstanding contributions to research and applications of lasers and holography, the basis for a career that has involved two successful businesses and pioneering work on sophisticated measurements and imaging.

His global travel to places not in tourist brochures has been the inspiration for a bounty of paintings. His talent and his now signature knuckleball, R. A. Dickey might have become an English professor. The former Vol has always had a love for literature and in 2012 became an author himself, writing his autobiography, Wherever I Wind Up: My Quest for Truth, Authenticity and the Perfect Knuckleball. The book chronicles his “journey to healing” from being a sexually abused child.

“The book is a memoir, a deeply personal narrative about my life,” Dickey says. “I love baseball, I love competing, and I think there’s a lot of good baseball insight in the book, but the most important thing to me was to tell the truth and to share my story, because it strengthens me, and I think it can help other people,”

A lot has happened since he wrote his life story last year. He became the first knuckleballer to receive the Cy Young Award (one of Major League Baseball’s highest honors), was traded by the New York Mets to the Toronto Blue Jays, and, most recently, completed a humanitarian trip to Mumbai with his daughters on behalf of Bombay Teen Challenge, a Christian organization that rescues women and children from sex trafficking.

“There was a time in my life I would think to myself, ‘When’s the other shoe going to drop?’” he says. “Like, looking for the next trauma around the corner. Thankfully, I’ve grown out of that place. Now I’m just so involved with trying to invest in the moment.”

Had it not been for his baseball talent and his now signature knuckleball, R. A. Dickey might have become an English professor. The former Vol has always had a love for literature and in 2012 became an author himself, writing his autobiography, Wherever I Wind Up: My Quest for Truth, Authenticity and the Perfect Knuckleball. The book chronicles his “journey to healing” from being a sexually abused child.

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Good chemistry

Lumina Diane Grob Schmidt credits teachers for nurturing her passion for chemistry and providing a foundation for a successful career that has produced US and international patents, publications in major scientific journals, and national recognition for her professional leadership and accomplishments.

She is a fellow of the American Chemical Society, has served as a member of their board (2002-2010) and executive committee, and received their prestigious Henry Hill Award. Currently she is a section head in research and development with the Procter & Gamble Company in Cincinnati.

Schmidt earned an AB in chemistry from UT’s Chattanooga campus, an MS in organic chemistry at the Knoxville campus, and a PhD in organic chemistry at the University of Cincinnati.

Committed to giving back to her Knoxville alma mater, she and her husband Warren contribute financially to the college and the Department of Chemistry, and she currently chairs the Dean’s Advisory Board and Chemistry’s Board of Visitors.

Honoring the brave

A week after marrying Katherine Davis (’36), Kyle Campbell Moore’s “other love” came calling. Described as “very beautiful, slim, sleek with a clipper prow,” the USS Indianapolis promised “dangerous exciting contests in faraway places.” So Moore journeyed to the Aleutians on July 30, 1942, to join the heavy cruiser, where he spent the next three years serving throughout the Pacific. Promoted to lieutenant commander and named the officer-in-charge of the hull department, Moore, who had spent thirteen years as a journalist and photographer, was “fighting the war with more than a typewriter.”

After a brief stop at Guan on the way to Leyte, the USS Indianapolis was torpedoed by Japanese submarine I-58 around midnight on July 30, 1945. Moore was supervisor-of-the-watch on the bridge. He survived the first explosions and went below twice to survey the damage, which was so massive that the ship sank in just twelve minutes. Only 316 of the 1,197 men on board survived. Moore wasn’t one of them.

“He was the most interesting man I’ve ever known,” says Katherine of her husband, who was posthumously awarded the Silver Star for heroism beyond the call of duty. “He was smart, talented, skilled, creative, industrious, generous, sensitive, a true Scot in many ways, unafraid, sincere, funny, and loving. He never lost a friend or forgave an enemy.… He was a good father, a compassionate son, a wonderful husband, and a splendid naval officer.”

Preserving the memory of Moore and so many others like him, Katherine established the Kyle Campbell Moore Endowment at UT’s Center for the Study of War and Society.
UT's Natalie L. Haslam Music Center is named for Natalie Leach Haslam, a passionate supporter of the arts in East Tennessee and the lead benefactor to the new music building. The generous gift from Natalie, her husband Jim, and the Haslam Family Foundation complemented the $30 million investment from the state of Tennessee, enabling the university to build a state-of-the-art facility. The School of Music will move into the center in the summer of 2013.

84% of the college's base budget is committed to personnel, leaving 6% for operating and equipment expenditures.

### BASE BUDGET BY COMMITMENT, FY12

- Faculty salaries: 37,346,481
- GTA, GA, and GRA salaries: 7,976,573
- TOTAL ACADEMIC SALARIES: 45,323,054
- Administrative salaries\(^1\): 1,294,612
- Professional salaries\(^2\): 1,959,823
- Clerical, technical, and maintenance salaries\(^3\): 4,284,802
- TOTAL NONACADEMIC SALARIES: 7,539,237
- Student employees: 193,446
- TOTAL SALARIES: 53,055,737
- Staff benefits: 15,756
- Equipment: 87,714
- Operating\(^4\): 3,149,287
- TOTAL BASE BUDGET: $56,308,494

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\(^1\) Includes salaries for laboratory directors, business managers, director of communications, technical directors, etc.

\(^2\) Includes salaries for stage managers, mass spectrometer director, computer systems directors, etc.

\(^3\) Includes salaries for clerical staff and other staff, such as costume, carpenters, piano tuner, electronic specialists, information technologists, etc.

\(^4\) Includes printing/duplication, supplies, including laboratory supplies, computer services, communications (postage and telephones), professional travel, maintenance and repairs, etc.
**SOURCES OF FUNDS, FY12**

- **2%** Net facilities & administrative cost recoveries
- **1%** Educational services revenue
- **1%** Summer school & mini-term
- **1%** Central funding of joint institutes, matching funds, etc.
- **5%** Endowment income & annual gifts
- **2%** State appropriations for governor’s chairs & centers of excellence
- **5%** Grants & contracts
- **18%** Central UT support (benefits, raises, etc.)
- **44%** Central UT support (benefits, raises, etc.)

**ONL 44% of the college’s funds come from the state and tuition. The remainder must come from private gifts, grants, contracts, revenue, and other nonrecurring sources of funds, including nonrecurring state funds.**

| Base-budget state funds and tuition (recurring) | 56,308,494 |
| Central UT support (benefits, raises, funding transfers, net carryover) | 22,086,633 |
| Additional nonrecurring instructional funding | 6,153,562 |
| Net facilities and administrative cost recoveries | 1,952,775 |
| Educational services revenue | 1,823,981 |
| Summer school and mini-term | 1,772,326 |
| Central funding of joint institutes, matching funds, etc. | 1,400,142 |
| **TOTAL UNRESTRICTED SOURCES OF FUNDS** | **91,899,913** |
| Grants and contracts | 26,109,043 |
| Endowment income and annual gifts | 6,406,400 |
| State appropriations for governor’s chairs and centers of excellence | 2,252,759 |
| **TOTAL RESTRICTED SOURCES OF FUNDS** | **34,768,202** |
| **TOTAL SOURCES OF FUNDS** | **$126,668,115** |

Investing in excellence

Less than half of the college’s annual budget is provided from tuition revenue and the college’s allocation from the state. To meet our annual budget commitments, we depend on our faculty securing additional funding from research grants and contracts and on the generous gifts from our alumni and friends.

Therefore, it’s critical that our faculty continue their aggressive pursuit of external funding. This year, 33.4 percent of our faculty acquired external funding for their research, scholarship, and creative activity. To ensure our faculty’s success, we’re striving to provide them with the necessary infrastructure and staff integral to the execution of their grants and contracts. We’re working to secure budget lines for essential staff positions, support for more graduate assistantships, and stipends to recruit these students more competitively.

Support from our alumni and friends is also essential for the college to achieve excellence. This year, UT successfully completed the Campaign for Tennessee, raising $77.8 million for the college—a 129 percent of our original goal. This year, gifts provided endowment support for the UT Humanities Center and put us closer toward completing the School of Music’s All Steinway Initiative. The resource base to support faculty and students was enhanced by gifts to the College Fund and individual department enrichment funds. For example, Mary and Richard Antonucci renewed their Dean’s Circle membership and made an annual leadership gift to the College Fund. Steve and Kaye Maynard established the David B. Northrington Endowed Scholarship for Piano Performance and Education. Greg and Lisa Edwards Reed made an estate commitment to establish the Greg and Lisa Edwards Reed Endowed Scholarship for students in history and economics. They also established a scholarship endowment in the College of Nursing. Jeffrey Becker, professor and head of the Department of Microbiology, and his wife, Nancy, made an estate commitment to establish the Becker Graduate Student Stipend Enhancement Fund. John Hawley Jr., a member of the Dean’s Advisory Board, made a five-year commitment to support the Psychology Clinic in the Department of Psychology.

Alumni who give back can continue this momentum and directly affect the college’s ranking as part of UT’s journey to become a Top 25 institution. Regardless of the size of the gift, if every alumnus gave just $10, there would be an exponential impact on our ranking—and our total budget. Higher rankings for UT and the college add prestige and value to the degrees of our graduates, past and future. Every gift—big or small, from $1 to $1 million—helps the college fulfill its educational and research missions.

Consider giving today. Visit arts.utk.edu/giving or call 865-974-2365.
ON THE COVER
A gargoyle watches over the Hill from his perch atop Ayres Hall.
(Photograph by Patrick Murphy-Racey)