

FOREWORD

What makes Tennessee so special? That’s a question that would run through my mind often as I sat at my desk on the floor of the United States Senate chamber, amidst the desks of 98 others representing the other 49 states. What is so unique about the land and the lives and experiences of the almost seven-million individuals I represented as their Senator? I needed to know because it was their lives, their values, and their experiences and dreams that I was there to reflect.

My thoughts reflexively would jump to sitting on a high mountainous ledge of rough rocks with my three boys and newly-met friends on a cool summer night, mesmerized by the setting sun cutting through a gorgeous smoky layer hovering over the magical landscape below. That annual trek



Bill Frist Photo courtesy of the Office of Sen. William H. Frist, M.D.

LEFT: The Great Smoky Mountains Photo by Paul Hassell



up Alum Cave Trail to Mount Le Conte in the Great Smoky Mountains National Park, the most visited national park in America, led to moments like these which made the answer self-evident.

Tennessee intertwines nature's beauty from the Appalachian Mountains across 500 miles of rolling hills to the flat Mississippi River Delta, with a creative, hard-working people of pioneering spirit, genuine character, an appreciation for tradition, and dreams for the future.

Just an afternoon's drive from a world-class research institution or a global publishing house or a logistics super hub, Tennessee offers the best of nature's bounty. The state is home to 12 national parks visited by nearly 8.5 million visitors each year, and 54 state parks offering hiking, picnicking, fishing, golfing, boating, biking, and camping. We boast 13 National Natural Landmarks, 30 National Historic Landmarks, and more than 2,000 national Register of Historic Places listings.

ABOVE: Fly fishing in the Little River of the Great Smoky Mountains National Park. Photo by Geir Olav Lyngfjell

OPPOSITE PAGE: Memphis, Tennessee Photo by Henryk Sadura



With four perfect seasons, Tennessee's great outdoors renews itself every few months for a parade of nature's best. It's almost an embarrassment of riches.

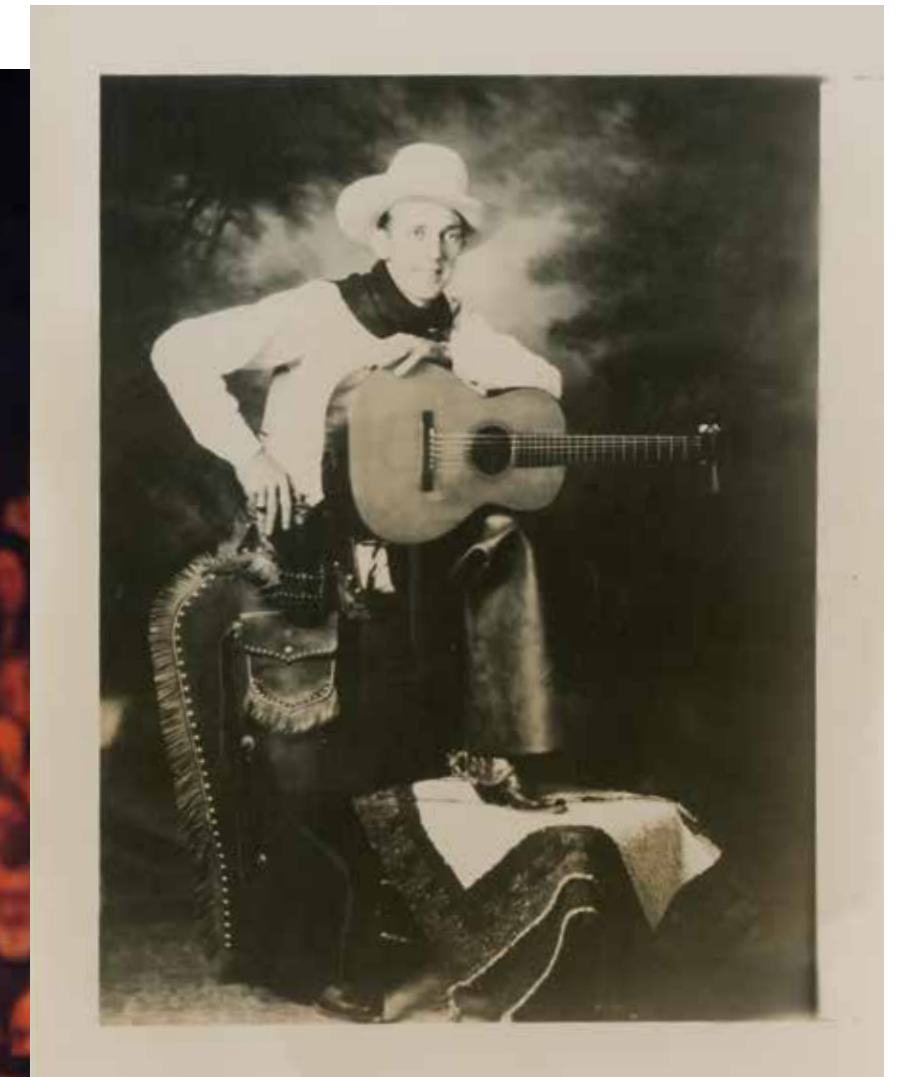
When I was growing up, my family lived on five acres that seemed like the countryside, complete with a barn, horses, turkeys, rabbits, and even a resident alligator. Sixty years later, I still live on the same five acres, but Nashville has spread 20 miles further than it did back then.

But even our five acres was sometimes too crowded for my family. Dad, an old-style family doctor who along with my brother built one of our nation's legendary health care companies, made sure the whole family got away from town each year to play and recharge. Our retreat of choice was Cabin 10 in Cumberland Mountain State Park on the Cumberland Plateau. I remember riding in the back of our old family station wagon with my beagle Pogo by my side. My parents would leave the tailgate down – something we would never do today – and I'd watch Nashville disappear as we headed to a weekend of barefoot fishing and exploring.

OPPOSIT PAGE: Tennessee boasts 13 National Natural Landmarks, 30 National Historic Landmarks, and more than 2,000 national Register of Historic Places listings. Photo by Kelly Verdeck

BELOW: With four perfect seasons, Tennessee's great outdoors renews itself every few months for a parade of nature's best. Photo by Paul Hassell





The Bristol Sessions is what many attribute to the birth of country music. Pictured here is Jimmie Rodgers. Photo courtesy of The Birthplace of Country Music

LEFT: Brad Paisley at the Grande Ole Opry in Nashville. Photo by Chris Hollow © Grand Ole Opry, LLC

Dad impressed on us more than just a love for Tennessee's natural offerings. He lived and breathed the mantra: "Good people beget good people." And much of Tennessee's greatness is born of a long history of curious, independent-minded people with enduring values who set up roots here. The early settlers came to Tennessee because of the land, the beauty, and the location, and they attracted like-minded people over subsequent generations.

When these folks got together, they told stories. And from this tradition of storytelling grew the late 1920s recordings in East Tennessee of "The Bristol Sessions," to which many attribute the birth of country music; legacy



country traditions still playing nightly at the Grand Ole Opry in Nashville; and the rockabilly of the 1950s in Memphis, created from a combination of country, blues, jazz, and rock ‘n’ roll. Elvis Presley, Johnny Cash, and Jerry Lee Lewis recorded at Sun Studios in Memphis. Tennessee also claims Tennessee Ernie Ford, the Carter family, the Oak Ridge Boys, Tina Turner, Roy Orbison, and Sleepy John Estes. Music remains the heart and soul of Tennessee.

Nashville is now known as “Music City USA,” but it isn’t just a performer’s city or a music business city. It’s an artist’s city. Tennessee’s rich storytelling tradition provides a narrative that continues to be expressed in the cafes and writing rooms all around the state. My favorite is The Bluebird Café, once underappreciated but now legendary, located in a strip mall in my neighborhood.

As often as I can, I sit in on a songwriter’s round. Hallowed ground for country music long before its appearance on a soundstage, The Bluebird is intimacy defined. Surrounded by just 20 tables or so, a songwriter whose name you may not

immediately recognize begins strumming the opening chords of a song he wrote. Suddenly the small audience is singing along to a multi-platinum hit and an old favorite.

Music often communicates values, and Tennesseans have always cherished theirs. From these values – reinforced around the dinner table and centered on family and community – sprang hundreds of churches and places of worship and a vast religious publishing industry that leads the country in producing church literature of all types. To be a good neighbor has always meant a respect for others, and today that is carried forth in strong neighborhoods and unique partnerships of government with private industry that have become models for the country.

One of those private industry models is based in Memphis – a national and, indeed, a global transportation hub. Its transportation heritage began with being a river port, which defined the city’s culture and provided the city’s initial

OPPOSITE PAGE: The Bluebird Café

Photo by Michael Jones

BELOW: Memphis, Tennessee is the Home of the Blues and the Birthplace of Rock-n-Roll. Photo by

Pat Riley

FOLLOWING PAGE: FedEx is one of the largest shipping companies in the world, and thanks to its success, Memphis is home to the nation’s busiest cargo airport. Photo

courtesy of FedEx





prosperity. When Fred Smith looked for the ideal location to place FedEx, he chose Memphis. As he explains it, if you want to connect all 48 contiguous states, and you are limited by the speed of a jet plane and the circadian rhythms of the nation's economy (the times business are open and closed for business), you choose Tennessee. Today, FedEx is one of the largest shipping companies in the world, and thanks to its success, Memphis is home to the nation's busiest cargo airport.

Other international corporations have found Tennessee to be the perfect central location as well. The state is home to nine Fortune 500 companies including Dollar General, Eastman Chemical, AutoZone, and International Paper.

Tennessee's identity as a major transportation hub is further reinforced by well-maintained roads and eight interstate highways, connecting north-south and east-west. Indeed Tennessee is centrally located to almost all of the major population densities in the country; almost half of all Americans live within a 650-mile radius – just a day's drive.

With this sort of connection to the populace, it's no wonder Tennessee has produced three presidents of the United States (Andrew Jackson, the 7th president; James K. Polk, 11th; and Andrew Johnson, 17th), a vice president and two leaders of the U.S. Senate. Tennesseans have always loved their politics, but it's a different style of politics, one that has a broad appeal especially in this

FOLLOWING PAGE: Tennessee's identity as a major transportation hub is further reinforced by well-maintained roads and eight interstate highways, connecting north-south and east-west. Photo by Paul Hassell

Nashville War Memorial Auditorium and Tennessee State Capitol. Photo by Sean Pavone







ABOVE: Photo courtesy of the Office of Sen. William H. Frist, M.D.

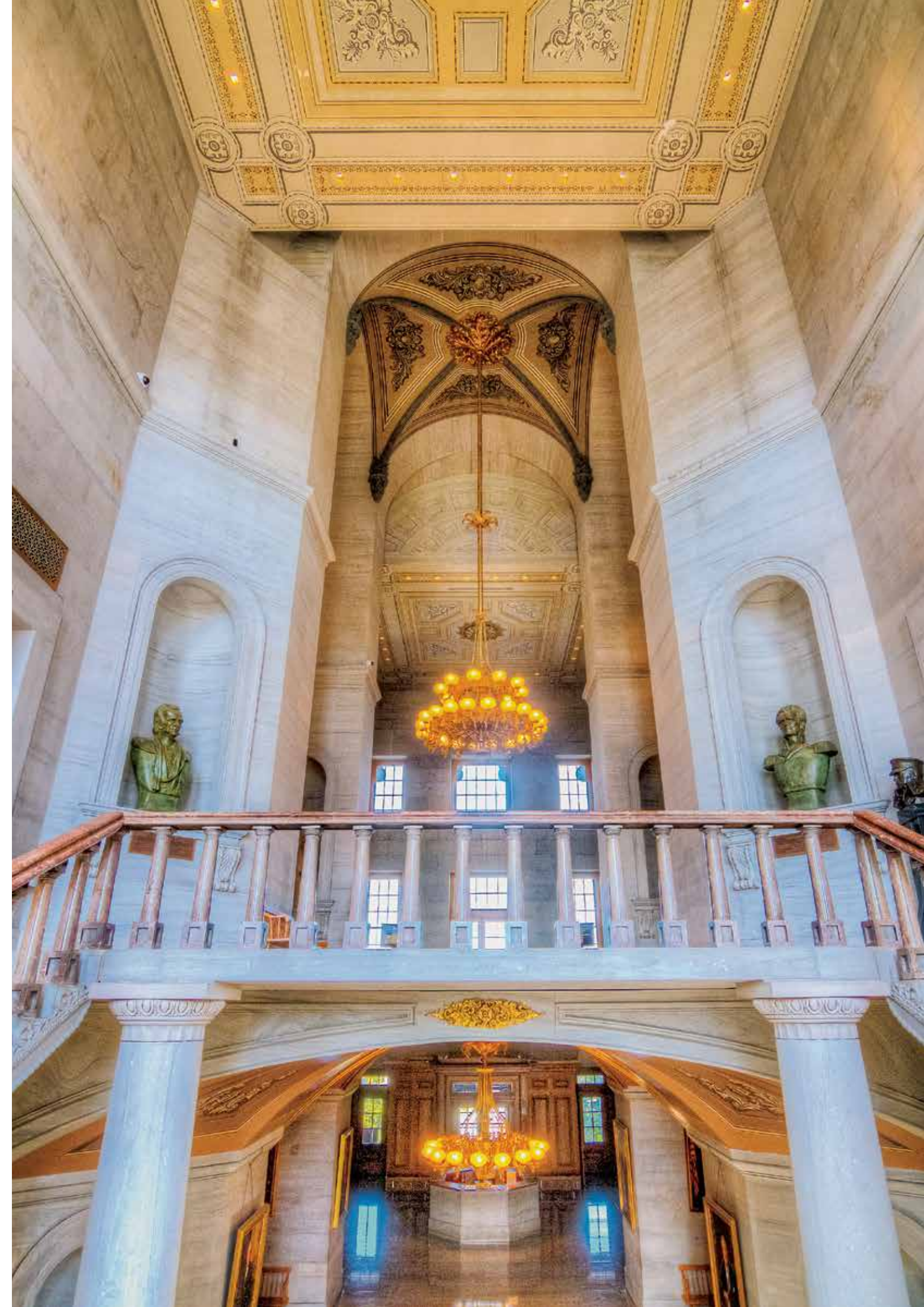
OPPOSITE PAGE: Interior of the Tennessee State Capitol. Photo by Kelly Verdeck

day and time. The Volunteer State's politics have been consistently built on common sense values and a centeredness that reflects hard work and self-reliance more so than party affiliation.

Today this translates to politics and government that fundamentally respect the views of others and is committed to bringing out the best in individuals. Its goal is to make life more fulfilling for others by fostering a culture that is pro-growth, pro-opportunity, and pro-business, while providing a strong safety net for those most vulnerable.

But this consensus doesn't reflect a lack of variety. The three grand divisions of Tennessee equally divide the states into thirds, and each has its own characteristics while together creating a narrative of beauty and harmony. Tennessee is a land full of dreams, a wonderful quality of life, abundant and diverse nature, magically varying topography, and a creative and optimistic people always looking to the future.

And Tennessee has character. It is a character of trust, of caring for our neighbors and community. It's authentic. And it is grounded in a rich heritage that is continually molded and energized by creative people attracted to fulfilling their own dreams.



I am biased, of course, because I grew up in Middle Tennessee and live today in the same home I was born in over six decades ago. But these biases are not just my own. They are the feelings shared with me by thousands of patients in my medical practice as a physician, and then by my constituents from every one of the 95 counties with whom I interacted on biannual visits in my role as their elected representative in Washington as their Senator.

Tennessee is the health service capital for the country, with Nashville frequently referred to as the Silicon Valley of the health service industry. Over the past 50 years Middle Tennessee has grown into a powerful economic cluster of health services companies with headquarters for thousands of health facilities spread all over the country – hospitals, outpatient surgery centers, nursing homes, and mental health facilities.

HCA founders (left to right)
Dr. Thomas Frist Sr., Jack Massey,
and Dr. Thomas Frist, Jr. Photo
courtesy of the Office of Sen.
William H. Frist, M.D.



It seems like yesterday when I was 14 years old and I quietly listened at the dining room table to my older brother and dad, both doctors committed to caring for patients, dreaming about starting a national company to provide a higher quality of care to millions of people across America, and maybe across the world. From that conversation, built on a foundation of caring for others and Dad’s “good people beget good people,” grew the first and largest hospital chain in the world. Like the FedEx story, the creation of Hospital Corporation of America illustrates the pioneering and entrepreneurial spirit which launched whole new industries in a state that provided the private capital and the regulatory environment that nurtures growth.

Tennessee is a great place to do business today. It has low business taxes and no income tax on wages. It has the second-lowest state and local taxes paid per capita. Tennessee is consistently recognized as one of the top three best run states in the country: it has the lowest state debt per capita – a measure of its strong fiscal management.

Tennessee has become
a health care mecca and
resource for the nation. Photo
courtesy of HCA Healthcare



Caring for others, prevention of disease, encouraging healthier and more productive lives – these goals, values, and creative attitudes have been engrained in and continue to grow on in the over 300 health care companies created since that time, including three among the Fortune 500: HCA, Community Health, and Vanguard Health.

Tennessee has become a health care mecca and a resource for the nation, through the 17 public health care companies and over \$70 billion in revenue which flow through Nashville each year, through the world-leading pediatric cancer research coming out of St. Jude Children’s Research Hospital in Memphis, or the nationally ranked medical schools centered in each of the three grand divisions of the state.

Tennesseans also pride themselves on their hospitality, a close cousin to caring. People come from all over the world to capture the sights, sounds, and smells of Tennessee that can’t be found anywhere else in the world. “Isn’t that where my favorite Jack Daniel’s is made?” new acquaintances in countries around the world

The Vanderbilt medical complex in Nashville, is a leader in patient care, medical education, nursing education, and research. Photo courtesy of Vanderbilt University Medical Center

OPPOSITE PAGE: St. Jude is leading the way the world understands, treats, and defeats childhood cancer and other deadly diseases. Photo courtesy of St. Jude Children’s Research Hospital



would ask when I was introduced as the Senator from Tennessee. That's unsurprising since the sour-mash whiskey is the highest-selling American whiskey in the world. Indeed Tennessee's other iconic brands leverage the state's reputation for quality and craftsmanship to sell their products around the world: Gibson Guitars, Nissan, and Volkswagen.

Nashville is home to the world-class Music City Center, welcoming visitors from around the world to exchange ideas. And of course Tennessee plays host to a legendary food scene, with new, independent restaurants opening alongside the well-loved favorites like Loveless Cafe (oh the biscuits!) and the best hot chicken shacks around.

I remember getting a call from the White House with an invitation to join President George W. Bush who was hosting the Prime Minister of Japan, Junichiro

Nashville is home to the world-class Music City Center, welcoming visitors from around the world to exchange ideas. Photo courtesy of Music City Center

OPPOSITE PAGE: Jack Daniels is the highest-selling American whiskey in the world. Photo courtesy of Jack Daniels Distillery

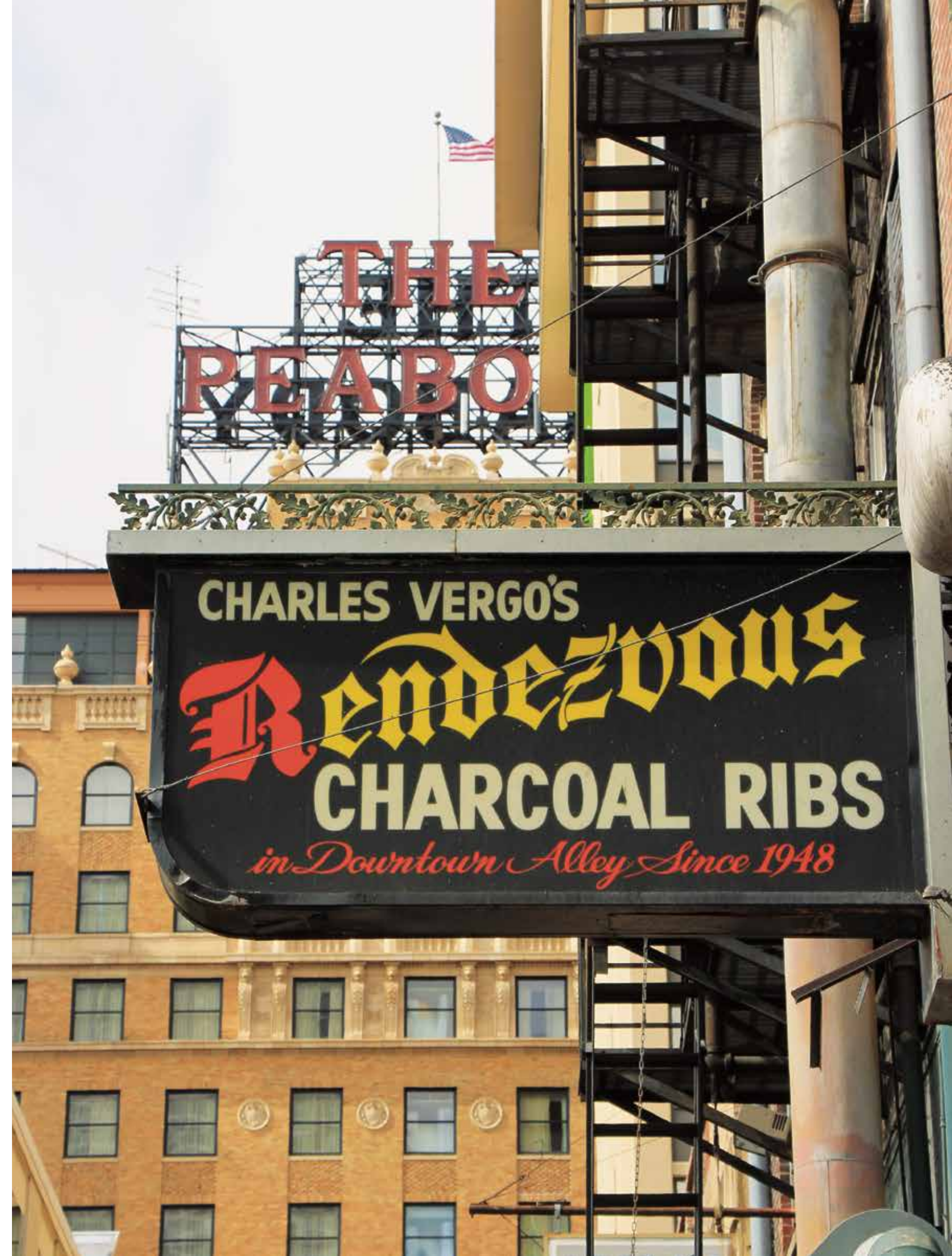


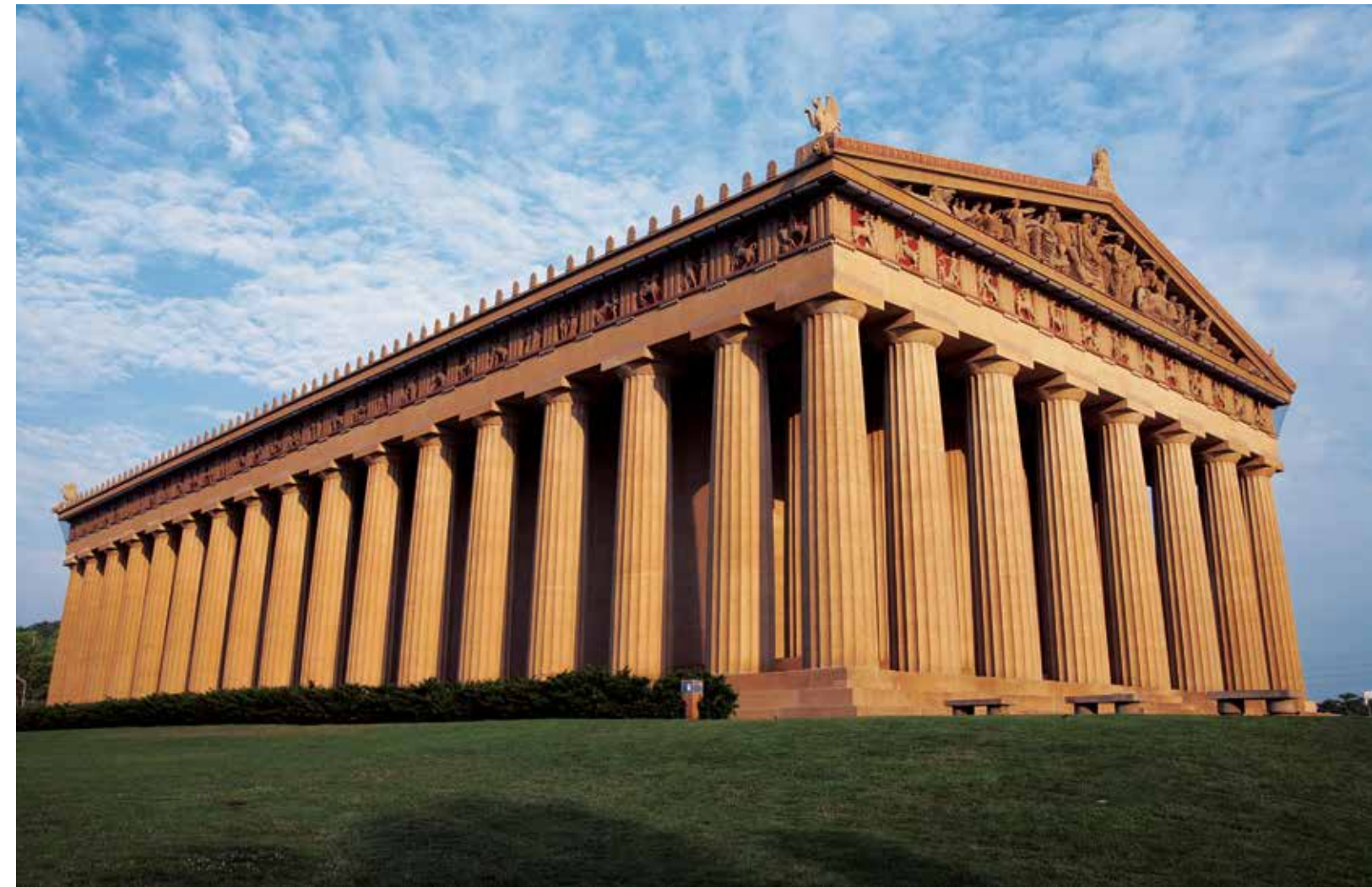
Tennessee plays host to a legendary food scene, with new, independent restaurants opening alongside the well-loved favorites like Loveless Café in Nashville and Rendezvous in Memphis. Photo courtesy of the Loveless Café

OPPOSITE PAGE: Photo by Pat Riley

Koizumi. The Prime Minister made a specific request to come to Memphis to visit Graceland, the home of Elvis Presley (and third most visited home in America). The next thing I knew the three of us are on Air Force One, the Prime Minister talking a bit about free trade, but a whole lot more about his extensive knowledge about the life and songs of Elvis.

Following a memorable tour of the Jungle Room and the King's pink Cadillac, we naturally went over to sample the famed dry ribs at third-generation, family-owned Charles Vergos' Rendezvous restaurant. The ribs were great, but the Prime Minister's highlight may have been his time on stage. With a gentle prompt from the President, Mr. Koizumi readily took the stage with a house band and belted out two perfect Elvis tributes: *Love Me Tender* and *I Want You, I Need You, I Love You*: his very own love song to Elvis Presley and his Tennessee home.





Memphians today continue the barbecue tradition with standouts such as Payne’s Bar-B-Que, Cozy Corner, A&R Bar-B-Que, Central BBQ, and many more. One of the benefits of representing Memphis in the Senate was my role as a “celebrity judge” at the Memphis in May festival which annually brings cooks from around the country to compete for prizes in everything from best hot wings to best whole hog at the World Championship Barbecue Cooking Contest.

Across the street from my office today is Centennial Park, Nashville’s premiere urban park and a constant reminder of our state’s commitment to education, the Parthenon. As early as the 1850s, Nashville had earned the nickname of “Athens of the South” by having established a large number of higher education institutions.

To honor the connection, the Parthenon was constructed as part of the 1897 Tennessee Centennial Exposition as an exact replica of the original Parthenon in Athens. It has come to symbolize the emphasis on education. My immediate family has attended Belmont, Lipscomb, University of Tennessee, and Vanderbilt – just a few of the 40 post-secondary institutions across Tennessee.

The Parthenon was constructed as part of the 1897 Tennessee Centennial Exposition as an exact replica of the original Parthenon in Athens. Photo by Ken Stigler

OPPOSITE PAGE: Tennessee is known for its wealth of institutions of higher education. Photo courtesy of Belmont University



Meharry Medical College is the first medical school in the South for African Americans and one of the oldest and largest historically black institutions in the country dedicated to educating health care professionals and scientists. Photo courtesy of Meharry Medical College

OPPOSITE PAGE: Oak Ridge National Laboratory, the largest science and energy lab in the country, is home to the nation's largest supercomputer.

Photo courtesy of ORNL

I performed all of my heart and lung transplants while a professor at Vanderbilt Medical School, one of five medical schools in the state, and am currently on the faculty at Meharry Medical College, the first medical school in the South for African Americans and one of the oldest and largest historically black institutions in the country dedicated to educating health care professionals and scientists.

Our education and research environment is rich with innovation and expertise. Approximately \$3 billion is invested annually in research and development across the state, attracting some of the world's best researchers, scientists, and engineers. Oak Ridge National Laboratory, the largest science and energy lab in the country and home to the nation's largest supercomputer (and second largest in the world), is nestled in Oak Ridge, Tennessee. And of course The University of Tennessee's home location is Knoxville.

Nashville was the first city in the South to establish a public school system. Today the statewide commitment to public education continues as Tennessee in 2014 is recognized as the country's fastest improving K-12 education system, as measured by student performance-based NAEP scores in math and science for the fourth





A statewide commitment to public education continues as Tennessee in 2014 is recognized as the country's fastest improving K-12 education system. Photo courtesy of SCORE

and eighth grades. This national recognition is attributed to an aggressive modern statewide commitment to education by our recent governors and state legislature and by truly innovative and novel nongovernmental partnerships such as SCORE, the State Collaborative on Reform of Education. Tennesseans understand that every child deserves to be prepared for college or a job.

Tennesseans love their sports. Growing up in Nashville my brothers and I had Sulphur Dell ballpark, where the minor league team the Nashville Vols played for more than 60 years, and the right fielders were known as “mountain goats” for playing halfway up the famous steeply inclined outfield. And there was Fairground Speedway Nashville, which is now the second-oldest continually operating racetrack in the country, and where we

saw some of the earliest stock car drivers such as Bobby and Donnie Allison fine tune their skills.

Those are magical memories for me, but today Tennesseans take in the very best professional sports including basketball with the Grizzlies in Memphis, football with the Tennessee Titans, and hockey with the Nashville Predators. And you will never find more fan-friendly sports participants than the NASCAR drivers who openly love their fans, at the Bristol Motor Speedway – one of the fastest short tracks in the world.

The auto business in Tennessee isn't just about racing though. Nissan's Smyrna facility is one of the largest auto assembly plants in the country; Volkswagen has worked closely with Chattanooga State Community College to develop mechatronics

BELOW: The Tennessee Titans

Photo courtesy of Tennessee Titans /

Don Jones

FOLLOWING PAGE: Bristol

Motor Speedway Photo by Tom

Raymond







degree programs; and General Motors manufactures various GM vehicles at its Spring Hill plant.

I've lived in Boston, Massachusetts and Washington, D.C., and as a global health advocate I've seen some far flung corners of the globe. But there is a reason that I've always returned to Tennessee – that I call Nashville home. There's a small-town feel here that can't be found in other cities.

There is a balance here of opportunity, hope, determination, and hard work that I've not found anywhere else. There is a passion for life here – for music, for caring, for innovation, for excellence.

It's a passion that's contagious. Come join us for a while. I bet you will stay forever.

— William H. Frist, M.D.
Former U.S. Senate Majority Leader

Market Square in Knoxville
Photo by Paul Hassell

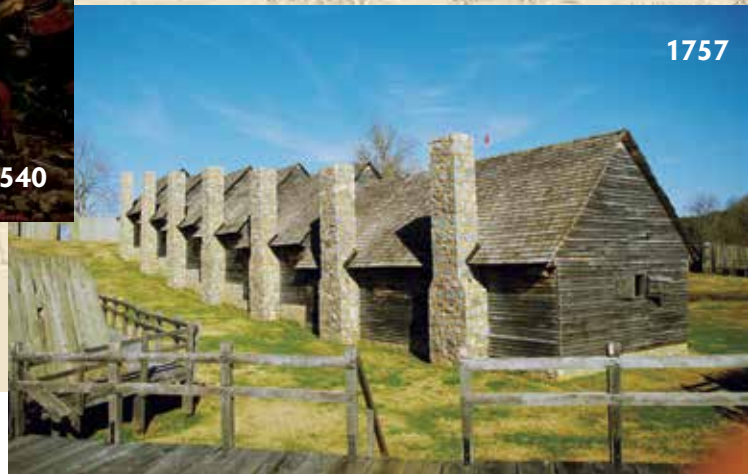
OPPOSITE PAGE: Volkswagen has worked closely with Chattanooga State Community College to develop mechatronics degree programs. Photo courtesy of Volkswagen



Discovery of the Mississippi by De Soto by William Henry Powell



Photo courtesy of the Library of Congress



Brian Stansbury Wikipedia Commons

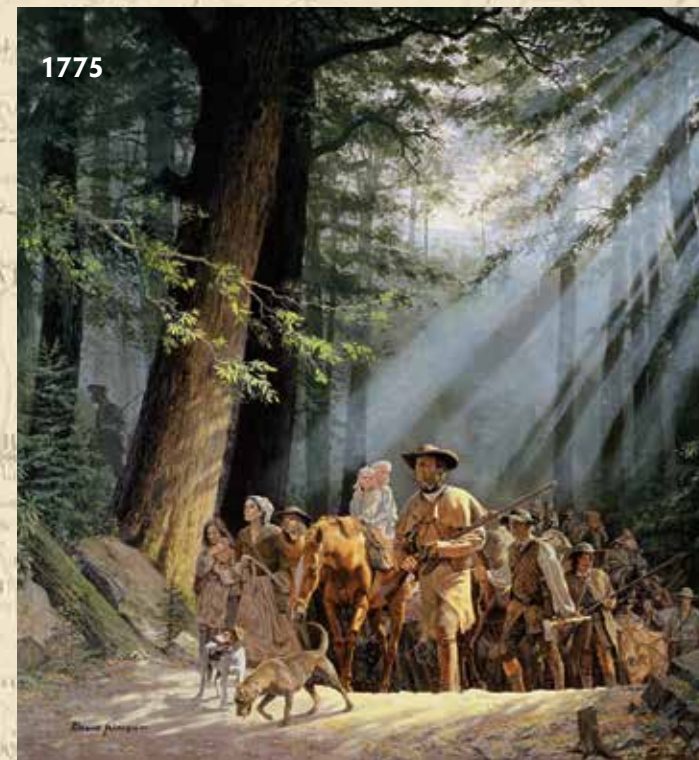


Photo courtesy Cumberland Gap National Historical Park



Samuel G Heiskell, *Andrew Jackson and Early Tennessee History* (Nashville, Tenn.: Ambrose Printing Co., 1921 by Lloyd Branson)

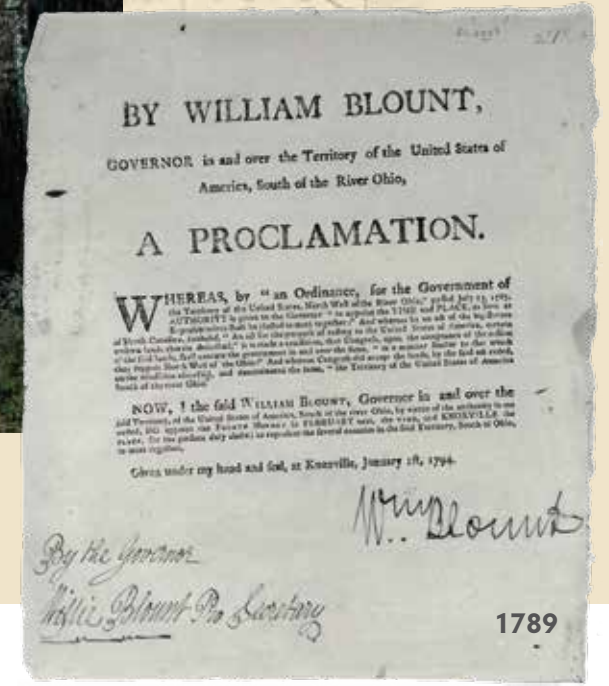
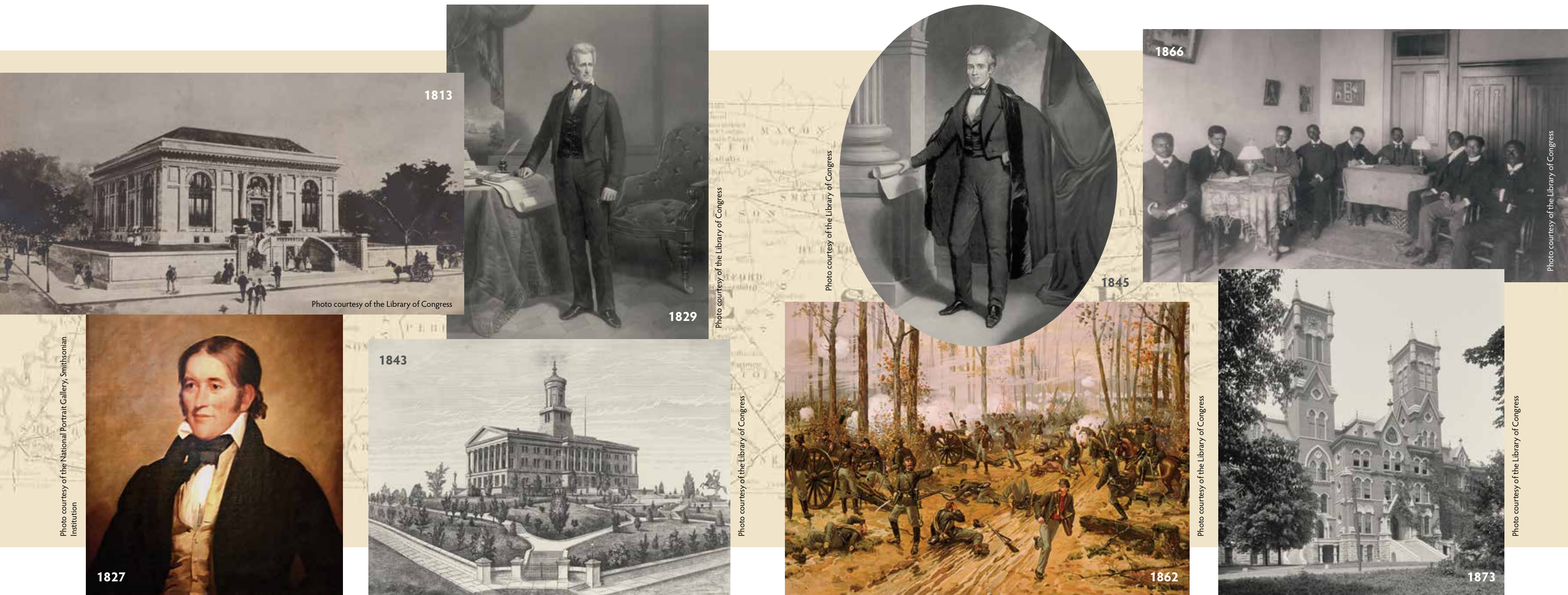


Photo courtesy of the Library of Congress

- 1540 – Spanish explorer Hernando de Soto is credited with being the first white man known to come to the area that is now Tennessee. He claims the land in the area for Spain.
- 1566 – Spaniards built a fort near present-day Chattanooga.
- 1673 – Two Englishmen, James Needham and Gabriel Arthur, explore the Tennessee River Valley.
- 1682 – Shawnee Indians are driven out by Cherokees; René-Robert Cavelier, Sieur de La Salle claims Mississippi Valley territory for France and builds Fort Prud'homme in the area that would become Memphis.
- 1714 – Fur trader Charles Charleville sets up a French trading post at French Lick, near the present site of Nashville.
- 1730 – Sir Alexander Cumming, an emissary of King George II, confers the title of “Emperor of the Cherokee” on Chief Moytoy of Tellico.
- 1750 – Dr. Thomas Walker leads a group of Virginians into Tennessee, reaches the Cumberland River and mountains and names them for Duke of Cumberland.
- 1754 – The French and Indian War breaks out between British and French settlers.
- 1757 – South Carolinians build Fort Loudon on Little Tennessee River.
- 1760 – Cherokee Indians capture Fort Loudon and kill the garrison and nearby settlers.
- 1763 – After nine bloody years of war, the British are victorious. In the Treaty of Paris, the French surrender all claims to lands east of the Mississippi to the British.
- 1768 – Iroquois Indians cede Tennessee land claims to the English.
- 1769 – William Bean, an associate of Daniel Boone, becomes the first permanent white settler. He builds a cabin on the Watauga River in Northeast Tennessee (near what is today Johnson City, Tennessee).
- 1772 – A group of settlers form the first government in Tennessee called the Watauga Association. They draw up one of the first written constitutions in North America.
- 1775 – The Transylvania Company purchases a large parcel of land from the Cherokees. Daniel Boone, working for the company, blazes a trail from Virginia across the mountain at Cumberland Gap to open the land to settlement. The trail is called the Wilderness Road and becomes the main route to the new settlements.
- 1779 – Jonesborough is the first chartered town. James Robertson and John Donelson lead two groups who settle around the Big Salt Lick on the Cumberland River. They build Fort Nashborough and draw up an agreement called the Cumberland Compact that establishes representative government and creates a court system. Fort Nashborough is the forerunner to the settlement that would become the city of Nashville, Tennessee.
- 1780 – Samuel Doak, a Presbyterian minister, starts the first school in Tennessee.
- 1780 – John Sevier and the “Over-mountain men” march over the Great Smokey Mountains to defeat the British at the Battle of King’s Mountain. Scots-Irish covenanters settle in the Tennessee Valley, naming their town Greeneville for Revolutionary War general Nathanael Greene.
- 1784 – Three counties in East Tennessee form the State of Franklin, which secedes from North Carolina for four years. Greeneville is the capital, and John Sevier is their governor.
- 1786 – Davy Crockett, “King of the Wild Frontier,” is born in Greene County, Tennessee.
- 1789 – North Carolina surrenders the Tennessee region to the United States Congress in cession. It is made into a new territory, The Territory of the United States South of the River Ohio. William Blount is its first and only governor.
- 1791 – *The Knoxville Gazette*, Tennessee’s first newspaper, is established by George Roulstone.
- 1794 – America’s first non-denominational institution of higher learning, Blount College, later becoming the University of Tennessee, is founded in Knoxville.
- 1796 – Andrew Jackson helps draw up Tennessee’s constitution on February 6.
- 1796 – Tennessee becomes the 16th state in the United States of American on June 1. John Sevier is elected the first governor. The total population of Tennessee is 77,000.



- 1807 – While the state legislature discusses a treaty with the Cherokee Indians, Kingston becomes the capital of Tennessee for one day, September 21.
- 1809 – Famed explorer Meriwether Lewis dies a mysterious death from gunshot wounds at Grinder’s Stand, a small inn on the Natchez Trace. It is still questioned whether his death was suicide or murder.
- 1812 – The worst earthquake in United States’ history occurs in Northwestern Tennessee. The Mississippi flows backward and creates the 13,000-acre Reelfoot Lake.
- 1812 – Andrew Jackson becomes the hero of the War of 1812.
- 1813 – The state’s first public library opens in Nashville.
- 1817 – Greeneville is incorporated under the laws of Tennessee.
- 1818 – The Chickasaw cede their land, encompassing nearly all of West Tennessee, to the federal government, extending Tennessee’s western boundary to the Mississippi River.
- 1820 – Future president James K. Polk begins his law practice in Columbia.
- 1821 – Nathan Bedford Forrest is born near Chapel Hill on July 13.
- 1824 – Future president Andrew Johnson, at only 16, runs away from his employer and ends up in Tennessee as a wanted man. Andrew Jackson runs for president unsuccessfully.
- 1826 – Frances “Fanny” Wright establishes Nashoba Commune near Memphis, a colony to educate free blacks and relocate them to Haiti.
- 1827 – Davy Crockett is elected to the U.S. House of Representatives from Tennessee’s 9th District.
- 1829 – Andrew Jackson is elected president of the United States.
- 1831 – Tailor Andrew Johnson buys a shop in Greeneville.
- 1834 – The state constitution is amended. Free blacks can no longer vote.
- 1836 – Davy Crockett dies at the Battle of the Alamo.
- 1837 – Sea captain William Driver, who coined the phrase “Old Glory” for the American flag, settles in Nashville.
- 1838 – U.S. Army forcibly relocates the Cherokee tribe and sends them to Indian territory in modern day Oklahoma on the “Trail of Tears.” Tennessee is the first state to pass a temperance law.
- 1843 – Nashville becomes the capital of Tennessee.
- 1845 – James K. Polk elected 11th president of the United States.
- 1861 – The Civil War begins. Although a slaveholder, Vice President of the United States Andrew Johnson refuses to side with Tennessee for secession. He is the only Southerner to retain his seat in the U.S. Senate. Lincoln will appoint him military governor of Tennessee.
- 1862 – Brigadier General Ulysses S. Grant forces the “unconditional surrender” of Confederate Fort Donelson, making it the Union’s first major victory in the Civil War. The two-day Battle of Shiloh, one of the largest engagements of the Civil War, leaves 23,746 soldiers dead.
- 1864 – After 1,500 Confederate cavalymen overwhelm 500 garrisoned troops during the Battle of Fort Pillow, scores of surrendered black Union troops are murdered. “Remember Fort Pillow!” becomes a rallying cry for black soldiers. The Confederates, under the leadership of Lieutenant General John Bell Hood, are beaten by Union forces under Major General George H. Thomas at the Battle of Nashville.
- 1865 – Abraham Lincoln is assassinated and Vice President Andrew Johnson becomes president. The Civil War ends. The Ku Klux Klan is formed in Pulaski.
- 1866 – “Equal to the best in the country,” Fisk University is founded in Nashville as a school for newly freed slaves. Tennessee becomes the first Confederate state readmitted to the Union.
- 1868 – The House of Representatives votes to impeach Andrew Johnson; he is acquitted in the Senate by one vote.
- 1873 – American businessman Cornelius Vanderbilt donates \$1 million to build and support Vanderbilt University in Nashville.



Photo courtesy of International Paper



Photo courtesy of the Library of Congress



Photo courtesy of the Tennessee State Archives



Photo courtesy of the Tennessee State Archives



Photo courtesy of the Library of Congress

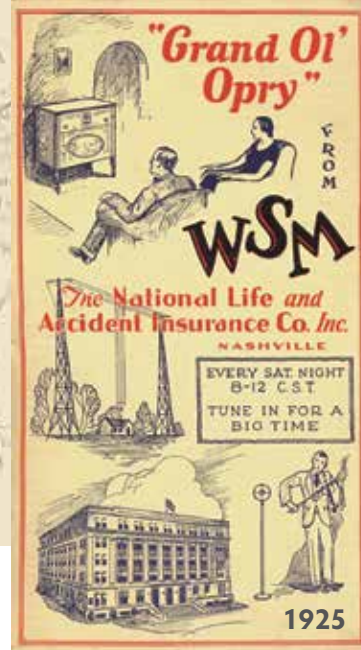


Photo courtesy of © Grand Ole Opry, LLC



Gordon Gillingham photograph © Grand Ole Opry, LLC

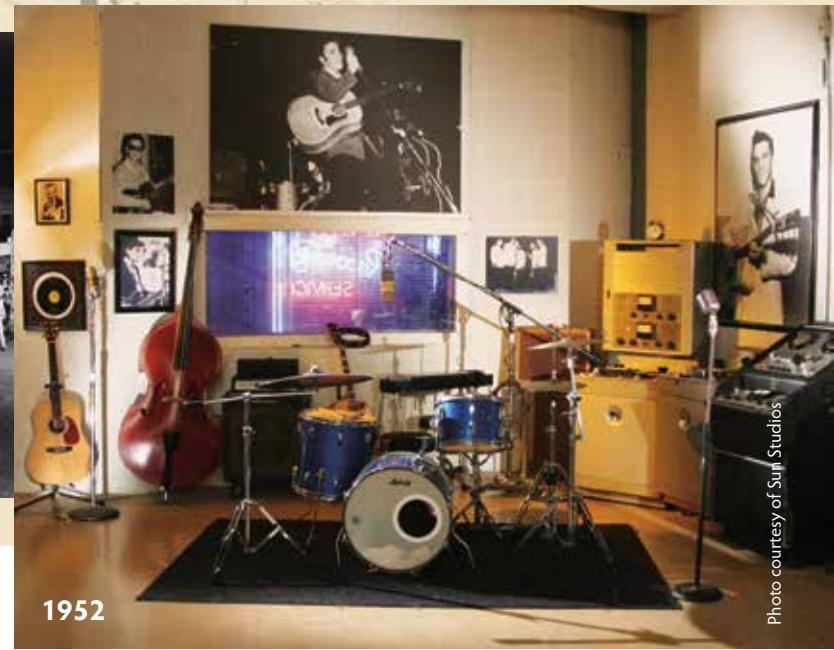


Photo courtesy of Sun Studios

- 1874 – Andrew Johnson leaves retirement when he is elected to the U.S. Senate, the only ex-president to return to that chamber. He attends only one session before dying of a stroke one year later.
- 1878 – Nearly a third of the total population of Memphis dies during a yellow fever epidemic.
- 1879 – Blount College is renamed the University of Tennessee.
- 1880 – Famed sportswriter Grantland Rice is born in Murfreesboro.
- 1886 – Two brothers, Robert Love Taylor (Democrat) and Alfred Alexander Taylor (Republican), square off in Tennessee's gubernatorial election. Robert wins the aptly named "War of the Roses."

- 1887 – Alvin Cullum York, better known as Sergeant York, is born in Fentress County.
- 1890 – Columbia becomes a boomtown with the discovery of immense phosphate deposits.
- 1894 – President Grover Cleveland signs legislation creating Shiloh National Military Park.
- 1897 – Tennessee Centennial Exposition is held in Nashville to celebrate the state's 100th birthday.
- 1898 – International Paper Company is founded. It will be headquartered in Memphis.
- 1900 – Legendary engineer Casey Jones dies heroically in a train crash. His death is immortalized in song.

- 1909 – Liquor production is banned for the next year.
- 1912 – Tennessee Chamber of Commerce is founded.
- 1914 – World War I begins.
- 1916 – Mechanic Ernest Holmes of Chattanooga is inspired to create the tow truck after pulling a businessman's car out of a shallow creek bed.
- 1918 – Nashville is the location of the worst train wreck in United States' history; 101 people are killed and 171 injured. Corporal Alvin York kills more than 20 Germans and forces 132 others to surrender; he will receive the Congressional Medal of Honor for his actions. World War I ends.

- 1920 – Women receive the right to vote. Eastman Chemical Company is founded and headquartered in Kingsport.
- 1922 – WNAV, Tennessee's first radio station, begins broadcasting from Knoxville.
- 1925 – High school teacher John T. Scopes is found guilty of violating the state law banning the teaching of evolution and fined \$100 during the notorious "Monkey Trial." His conviction is later reversed on a technicality. The *Grand Ole Opry* begins on radio in Nashville and continues to this day, making it the longest-running radio program in history.
- 1928 – Fort Donelson National Battlefield is created by President Calvin Coolidge. The national military park is located at the site of the Union's first major Civil War victory.

- 1933 – The federal government establishes the Tennessee Valley Authority (TVA) to conserve and develop the resources of the Tennessee River Valley. TVA builds first hydroelectric dams in Tennessee.
- 1940 – Great Smoky Mountain National Park is dedicated by President Franklin Roosevelt.
- 1942 – As part of the top secret "Manhattan Project," the federal government begins to build an atomic energy plant at Oak Ridge. Scientists there are instrumental in the development of the atomic bomb.
- 1943 – Grand Ole Opry moves to Ryman Auditorium.
- 1945 – Tennessee Farmers Cooperative is established in La Vergne.

- 1948 – WMCT-TV begins broadcasting in Memphis as the state's first television station. State elections turn against the control of Memphis political boss E.H. Crump.
- 1949 – The American Museum of Atomic Energy opens in Oak Ridge.
- 1952 – Sun Studio in Memphis makes the first rock 'n' roll recording, Jackie Brenston and his Delta Cats' *Rocket 88*.
- 1953 – Elvis Presley graduates from L.C. Humes High School in Memphis.
- 1954 – Grantland Rice's autobiography, "The Tumult and the Shouting," is published.
- 1955 – The *Grand Old Opry* makes its television debut.



1956

Photo courtesy of Library of Congress



1960

Photo courtesy of the Tennessee State Archives



1968

Photo by Bill Carrier



1968

Photo courtesy of the Office of Sen. William H. Frist, M.D.



1982

Photo courtesy of Visit Knoxville Tennessee



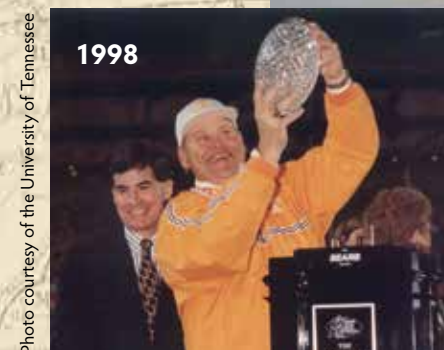
1985

Photo courtesy of General Motors



1995

Photo by Zack Frank



1998

Photo courtesy of the University of Tennessee



2012



2011

Photo courtesy of Volkswagen



2013

Photo courtesy of Music City Center

- 1956 – Elvis Presley sings *Heartbreak Hotel* during his second appearance on Milton Berle's *Texas Star Theatre*. National Guardsmen halt rioters protesting the admission of 12 black students from attending Clinton High School. The Clinton Twelve become the first African-Americans to desegregate a state-supported public school in the Southeast.
- 1958 – Elvis Presley reports to his local Army draft board in Memphis. He is given the serial number 53310761.
- 1960 – Students hold sit-in demonstrations at Nashville lunch counters.

- 1967 – The anti-evolution law, made famous during the “Monkey Trial” is abolished by the state legislature. Columbia State Community College is opened in Columbia.
- 1968 – While staying at the Lorraine Motel in Memphis, civil rights leader Martin Luther King, Jr. is assassinated by James Earl Ray. Roy Orbison's two sons die in a fire in his Hendersonville home while he is performing in England. Hospital Corporation of America (HCA) is founded.
- 1970 – Winfield Dunn becomes the state's first Republican governor in 50 years.

- 1973 – Federal Express, now FedEx Corporation, moves its headquarters to Memphis.
- 1974 – A sunshine law is enacted that allows the public to attend local and state government meetings.
- 1976 – Alex Haley, from Henning, wins international acclaim and the Pulitzer Prize for his novel, *Roots*.
- 1977 – Convicted assassin James Earl Ray escapes from Brushy Mountain State Prison and is recaptured three days later. “The King,” Elvis Presley, dies at his home, Graceland, in Memphis.
- 1979 – Auto Shack, now AutoZone, is founded in Memphis.

- 1980 – Tennessee's population soars to 4,591,120 people, an increase of 17 percent in a decade.
- 1982 – The world's fair is held in Knoxville. Its theme is “Energy Turns the World.” Elvis Presley's Graceland mansion is opened to the public.
- 1985 – General Motors opens new Saturn assembly plant in Spring Hill.
- 1991 – The National Civil Rights Museum opens in Memphis at the Lorraine Motel, the site of Martin Luther King, Jr.'s assassination.
- 1994 – Tennessee climbs to 17th in the nation in population: 5,175,240.

- 1995 – Tennessee Chamber of Commerce becomes the first online chamber in America. Disgraced president Andrew Johnson is finally honored with a statue on the state capitol grounds.
- 1996 – Tennessee celebrates the bicentennial of its 1796 entrance into the Union.
- 1997 – NFL team, the Tennessee Titans (former Houston Oilers), begins playing.
- 1998 – University of Tennessee football team becomes national champions.
- 2003 – Fourteen people killed by tornadoes in Northwestern part of state.
- 2010 – Flooding causes 18 deaths, untold damages and thousands of evacuations.

- 2011 – Flooding in Memphis forces evacuation of 1,300 homes. Volkswagen opens the Volkswagen Chattanooga Assembly Plant.
- 2012 – Tennessee Chamber of Commerce and Industry celebrates its 100th year.
- 2013 – Nashville's Music City Center, a 2,100,000-square-foot convention center, opens for business.
- 2014 – National Civil Rights Museum reopens after a \$27.5 million renovation to further support its mission of education, information, and inspiration.

Photo courtesy of The Tennessee Chamber of Commerce & Industry



CHAPTER ONE

Tennessee: Our Beauty is More Than Skin Deep

America is called “the Land of Opportunity” and the same can easily be said about the great state of Tennessee. Known for its varying landscapes – from the awe-inspiring mountains of East Tennessee, to the lush rolling hills of Middle Tennessee, to the alluvial plains of West Tennessee – our state is among the most visually spectacular areas in the world. That’s why the word “see” is in our name; you have to see it to appreciate it. But there’s more to see in Tennessee than just its inherent beauty; it is also rich in history, tradition, culture, personalities, industry, and commerce. The opportunities available here, both business and pleasure, are as fertile as the Tennessee Valley.

This sentiment springs from Tennessee’s deeply rooted pride and proactive citizens. (After all, we are called the “Volunteer State”). Tennesseans have the unique quality of forward thinking and action, while continuing to honor a rich heritage. When we see something we want, we go after it; when we want to maintain something beloved to us, we will fight to keep it.

Tennessee has been blessed with a steady increase in population, jobs, and new industries to our state. We continue to nurture the businesses (both large and small) that have been our neighbors for dozens, even hundreds of years, while still welcoming new businesses.

Known for its varying landscapes – from the awe inspiring mountains of East Tennessee, to the lush rolling hills of Middle Tennessee, to the alluvial plains of West Tennessee – our state is among the most visually spectacular areas in the world. Photo by Paul Hassell



Tennessee continues to nurture the businesses (both large and small) that have been our neighbors for dozens, even hundreds of years, while still welcoming new businesses. Photo courtesy of the Tennessee Chamber of Commerce & Industry

OPPOSITE PAGE: From the Dungan – St. John Mill, Tennessee’s oldest business founded in 1778; to Nissan, who celebrated its 30th anniversary of U.S. manufacturing in 2013 with the creation of 900 new jobs; to the mom and pop stores who are excitedly opening their doors for the first time, Tennessee embraces them all.

Top photo by Peter Montanti

Bottom photo courtesy of Nissan North America Inc.

The New and the Old

From the Dungan – St. John Mill, Tennessee’s oldest business founded in 1778; to Nissan, who celebrated its 30th anniversary of U.S. manufacturing in 2013 with the creation of 900 new jobs; to the mom and pop stores who are excitedly opening their doors for the first time, Tennessee embraces them all.

Several Fortune 500 companies are located in Tennessee, including Vanguard Health Systems, Eastman Chemical, AutoZone, Valero, AT&T, Unum Group, Community Health Systems, Dollar General, International Paper, HCA Holdings Inc., FedEx, and Caterpillar.

Tennessee Works

A recent Gallup poll ranked Nashville in the top five regions for job growth and *Business Facilities* magazine named Tennessee its “2013 State of the Year.” Centrally located, Tennessee is just hours from many major cities in the United States and approximately a day’s drive for one-half of the U.S. population. We are one of a dozen states in America that actually has four distinct seasons, our landscape is unsurpassed, but what truly sets Tennessee apart from all the rest is our people. We have a workforce of talented, creative, dedicated people, who are eager to work hard, provide for their families and help their employers achieve their bottom line.





The Degree of Success

Tennesseans are known for their polite Southern ways, their ingenuity and creativity, but in the global marketplace, education is of the utmost importance. We have outstanding colleges, universities, and institutes of training to provide just that. With the leadership of our elected officials, Tennessee embarked on an innovative education reform that will make our state a place for business to grow and prosper.

A brilliant combination of global manufacturers and education, training, and job placement was instituted by Volkswagen Academy in partnership with Chattanooga State and Bridgestone in partnership with Motlow State Community College. Volkswagen Academy has developed two training programs designed for those interested in a career in the automotive industry. Both programs – the Automation Mechatronics Program (AMP) and the Car Mechatronics Program (CMP) – are one-of-a-kind, three-year programs, housed at the Volkswagen Academy, that incorporate work-related, paid internships at the Volkswagen plant. Bridgestone has offered to supply educational classrooms and laboratories to house Motlow’s Mechatronics Program where students can earn certification, join the workforce, or continue with their two-year Associate of Science Degree.

OPPOSITE PAGE: Several Fortune 500 companies are located in Tennessee, including Eastman Chemical and International Paper. Photos courtesy of Eastman Chemical and International Paper

Outstanding colleges, universities, and institutes of training provide the world-class education needed in the global marketplace. Photo courtesy of University of Tennessee System





A central location, highways and interstates, rail system, ports, and airports make Tennessee a convenient and practical distribution hub.

Photo courtesy of CSX

OPPOSITE PAGE: The 21st century economy also requires new digital infrastructure, to support business operations, grow new business opportunities, and serve customers. Photo

courtesy of AT&T

Taking the High Road

It is apparent that Tennessee is in the midst of a manufacturing renaissance, but once a product is created, the next phase is distribution – that’s where Tennessee has already made some outstanding inroads. A central location, highways and interstates, rail system, ports, and airports make Tennessee a convenient and practical distribution hub.

The 21st century economy also requires new digital infrastructure, to support business operations, grow new business opportunities, and serve customers. Tennessee leaders have placed a sharp focus on the state’s digital infrastructure and worked to create an investment friendly business environment. The result has been billions of dollars of private investment in communications infrastructure, wired and wireless, to support large and small businesses. This infrastructure is supporting the steady growth of Tennessee’s technology sector with companies like Amazon and Nike, driving rapid growth of new technology start ups in Nashville and Chattanooga, and opening up new business opportunities for existing businesses in the health care, education and publishing sectors.

Success is No Secret

The 2010 election ushered in a new era of business-minded politicians in Tennessee. Governor Bill Haslam, Lieutenant Governor Ron Ramsey, and House Speaker Beth Harwell have all declared and proven themselves as “pro-business.” Both U.S. Senators Lamar Alexander and Bob Corker are proponents of Tennessee’s business community, and the majority of the members of the State legislature and the U.S. House of Representatives delegation are championing the cause of business.



State leadership is committed to creating an environment that will encourage the business community and the state government to work in tandem to actively promote positive changes in their relationship. Our business-friendly climate of low regulation, tax incentives, no state income tax, and fair regulatory conditions are creating fertile soil in which companies can build, expand, and flourish. In fact, *Business Facilities* magazine ranked Tennessee “2013 State Of The Year” for Economic



State leadership is committed to creating an environment that will encourage the business community and the state government to work in tandem to actively promote positive changes in their relationship. Photo courtesy of the State of Tennessee Photographic Services. Left photo by Kelly Verdeck



Our business-friendly climate of low regulation, tax incentives, no state income tax, and fair regulatory conditions are creating fertile soil in which companies can build, expand and flourish. Photo courtesy of the Office of Governor Haslam

OPPOSITE PAGE: *Business Facilities* magazine ranked Tennessee "2013 State Of The Year" for Economic Development; first in Education, second in Automotive Manufacturing Strength, second Best Infrastructure, and fourth best Business Climate.

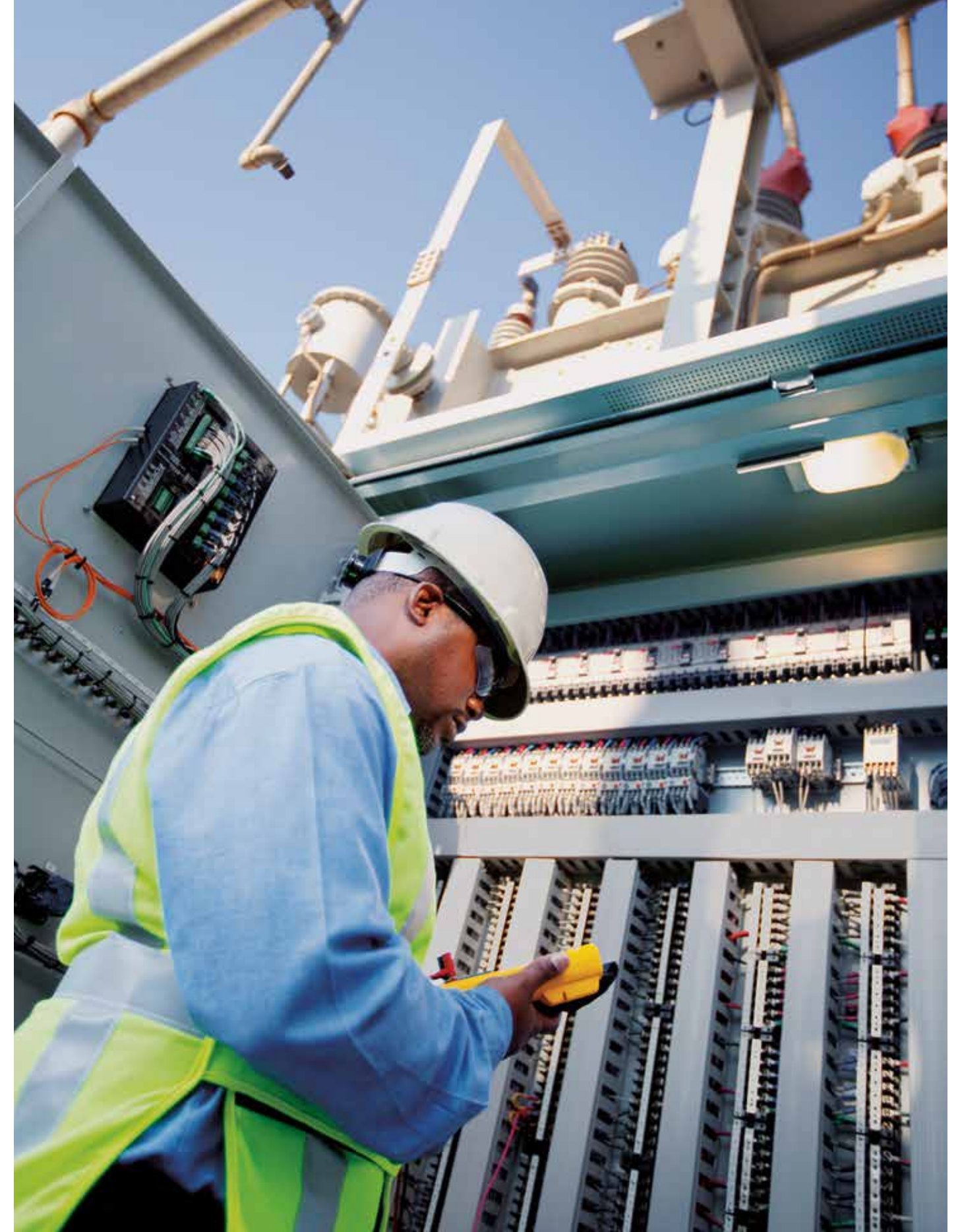
Photo courtesy of Constellation

Development; first in Education, second in Automotive Manufacturing Strength, second Best Infrastructure, and fourth Best Business Climate. *Chief Executive* magazine declared that Tennessee has the fourth highest business-friendly reputation in the nation; and Tennessee was named the second most competitive state in the U.S. for economic development by *Site Selection* magazine.

This is a unique opportunity in the history of Tennessee to enhance our business climate and make Tennessee a standout destination for new companies to build or relocate here.

The Best We Can Be

Tennessee is claiming its rightful place in the global marketplace through the collaboration of the Tennessee Chamber of Commerce and Industry and elected leaders and officials. All the elements are in place; an ideal location, a solid infrastructure, an educated and eager workforce, a tax climate that is favorable to businesses, and a political



hierarchy that is determinedly pro-business. We will continue making strides to attract new businesses while nurturing the ones that are already here. Tennessee is destined to continue growing its legacy of business opportunities and the global business community and the world, are beginning to "see" what's great about Tennessee.