



CRITERION 1

Mission and Integrity

The organization operates with integrity to ensure the fulfillment of its mission through structures and processes that involve the board, administration, faculty, staff, and students.

**THE RELEVANT DOCUMENTS DEFINING THE MISSION**

of the University of Wisconsin–Milwaukee campus and its instructional and administrative sub units are embedded in a five tiered hierarchy of mission statements. The most general is that of the statewide university system, the University of Wisconsin System.

University of Wisconsin System Mission Statement:

The mission of this system is to develop human resources, to discover and disseminate knowledge, to extend knowledge and its application beyond the boundaries of its campuses, and to serve and stimulate society by developing in students heightened intellectual, cultural, and humane sensitivities; scientific, professional, and technological expertise; and a sense of purpose. Inherent in this mission are methods of instruction, research, extended education, and public service designed to educate people and improve the human condition. Basic to every purpose of the system is the search for truth.

The next relevant mission statement is that governing the “doctoral cluster,” i.e., UW–Madison and UW–Milwaukee.

UW System Doctoral Cluster Mission Statement:

As institutions in the Doctoral Cluster, the University of Wisconsin–Madison and the University of Wisconsin–Milwaukee share the following core mission. Within the approved differentiation stated in their select missions, each university shall:

- (a) Offer degree programs at the baccalaureate, master’s and doctoral levels.
- (b) Offer programs leading to professional degrees at the baccalaureate and post-baccalaureate levels.

CRITERION 1a

The organization’s mission documents are clear and articulate publicly the organization’s commitments.

- (c) Conduct organized programs of research.
- (d) Promote the integration of the extension function, assist the University of Wisconsin–Extension in meeting its responsibility for statewide coordination, and encourage faculty and staff participation in outreach activity.
- (e) Encourage others in the University of Wisconsin System and in other state and national agencies to seek the benefit of the unique educational and research resources of the doctoral institutions.
- (f) Serve the needs of women, minority, disadvantaged, disabled and nontraditional students and seek racial and ethnic diversification of the student body and the professional faculty and staff.
- (g) Support activities designed to promote the economic development of the state.

The campus also has a “select” mission governing the UW–Milwaukee campus.

UWM Select Mission Statement:

To fulfill its mission as a major urban doctoral university and to meet the diverse needs of Wisconsin’s largest metropolitan area, the University of Wisconsin–Milwaukee must provide a wide array of degree programs, a balanced program of applied and basic research, and a faculty who are active in public service. Fulfilling this mission requires the pursuit of these mutually reinforcing academic goals:

- a) To develop and maintain high quality undergraduate, graduate and continuing education programs appropriate to a major urban doctoral university.

- (b) To engage in a sustained research effort which will enhance and fulfill the University's role as a doctoral institution of academic and professional excellence.
- (c) To continue development of a balanced array of high quality doctoral programs in basic disciplines and professional areas.
- (d) To attract highly qualified students who demonstrate the potential for intellectual development, innovation, and leadership for their communities.
- (e) To further academic and professional opportunities at all levels for women, minority, part-time, and financially or educationally disadvantaged students.
- (f) To establish and maintain productive relationships with appropriate public and private organizations at the local, regional, state, national, and international levels.
- (g) To promote public service and research efforts directed toward meeting the social, economic and cultural needs of the state of Wisconsin and its metropolitan areas.
- (h) To encourage others from institutions in the University of Wisconsin System and from other educational institutions and agencies to seek benefit from the University's research and educational resources such as libraries, special collections, archives, museums, research facilities, and academic programs.
- (i) To provide educational leadership in meeting future social, cultural, and technological challenges.

These statements are relatively stable and have remained unchanged since 1988. Authority for and authorship of the statements is lodged in a hierarchy of decision making that starts at the campus level (for the UWM mission statement) and moves to the UW System administrative level for the higher level statements. Final authorization and approval rests with the Board of Regents of the University System. (See following paragraph for further detail.)

The mission statements are readily accessible on the campus website and on the UW System website (<http://www.wisconsin.edu/quick/mission.htm>).

Mission Statements of Major Campus Units

Subunits of the campus in turn are governed by mission statements created by the units themselves, either school or college academic units or administrative units. The 12 schools and colleges have their own mission statements. The faculty of the schools and colleges are charged with defining, reviewing and updating mission statements subject to the approval of the Dean and campus administration (Provost). For example, in the spring of 2004, as part of the five-year review of college degree requirements, the College of Letters and Science reviewed and revised its mission statement.

The chief administrative support units of the campus, Administrative Affairs, Student Affairs, Development, Partnerships and Innovation, and University Relations and Communications, also have mission statements defining their roles. Finally, under General Educational Administration, the Secretary of the University's Office, the Milwaukee Idea, and the Chancellor's deputies for Education Partnerships and Campus and Urban Design have mission statements. The chief administrators of each administrative unit are responsible for defining the unit mission, subject to approval by the Chancellor.

Mission Statements of Departments, Programs and Initiatives

The final set of mission statements are those for the individual departments within schools and colleges and within administrative support units of the campus. These documents tend to be more varied. The same procedures for defining the campus, major administrative level and school and college units are used, that is, the articulation of a unit mission by the lead administrative or appropriate governance body and approval by higher administrative and/or governance authority. All units, chiefly departments, that offer instructional programs and degrees have mission statements. See the school/college websites and the program or department name. Mission statements for administrative departments are linked to the website of the supervising unit. For example, the mission statement for the Department of Financial Aid and Student Employment Services, a subunit of Student Affairs, is available at <http://www.uwm.edu/Dept/FINAID/>.

Diversity as Addressed in UWM's Mission Documents

The UW System Doctoral Cluster Mission Statement calls on UWM to “serve the needs of women, minority, disadvantaged, disabled and nontraditional students and seek racial and ethnic diversification of the student body and the professional faculty and staff.” The UWM Select Mission also emphasizes diversity: “To further academic and professional opportunities at all levels for women, minority, part-time, and financially or educationally disadvantaged students.”

Eight of the schools and colleges at UWM have mission statements that address diversity in some fashion.

- The mission of the College of Letters and Science includes the charge “to encourage multicultural understanding by promoting diversity in the student body, faculty, and staff, and in the curriculum.”
- The Peck School of the Arts is “committed to recruiting faculty, staff, and students who reflect the richness and diversity of art-making in a variety of cultures.”
- In the Helen Bader School of Social Welfare, the primary goal is “to enhance the quality of life for all with special attention to the poor and oppressed, including people of different ethnic and racial groups, sexual orientation, physical and mental abilities, and genders.”
- At the School of Education, the mission involves teaching, research, and service that “is responsive to the needs of the community and reflects a visible commitment to diversity, equity, and excellence.”
- The School of Information Studies “strives to make significant contributions toward extending and enhancing the quality of information services and the promotion of information and technological literacy to a diverse society.”
- The College of Nursing “prepares diverse students to be science-based, compassionate nurse-leaders for all settings and levels of practice.”
- The mission of the College of Engineering and Applied Science calls upon the College to further “academic and professional opportunities for all students including women, minority, part-time, and financially disadvantaged students.”
- The School of Business Administration delivers its high quality education “to a diverse group of graduate and undergraduate students and practicing executives and professionals.”

CRITERION 1b

In its mission documents, the organization recognizes the diversity of its learners, other constituencies, and the greater society it serves.

CRITERION 1c

Understanding of and support for the mission pervade the organization.

Mission-Awareness

Evidence assembled for Criteria 2 through 5 illustrates how strategic planning and resource allocation for student learning and effective teaching, research, and engagement flow from and support the University's mission. In their responses to the accreditation web survey, Deans, administrators, department chairs, program directors, and center directors from across the campus display a consistent understanding of and support for UWM's mission. Thematically, responses center on advancing UWM's standing as a public research university; extending the University's historical commitment to educational access and opportunity; and demonstrating the University's engagement with Milwaukee and surrounding communities. This shared understanding is also evident in campus publications.

Structures and Processes for Implementing the Campus and Unit Missions

CRITERION 1d

The organization's governance and administrative structures promote effective leadership and support collaborative processes that enable the organization to fulfill its mission.

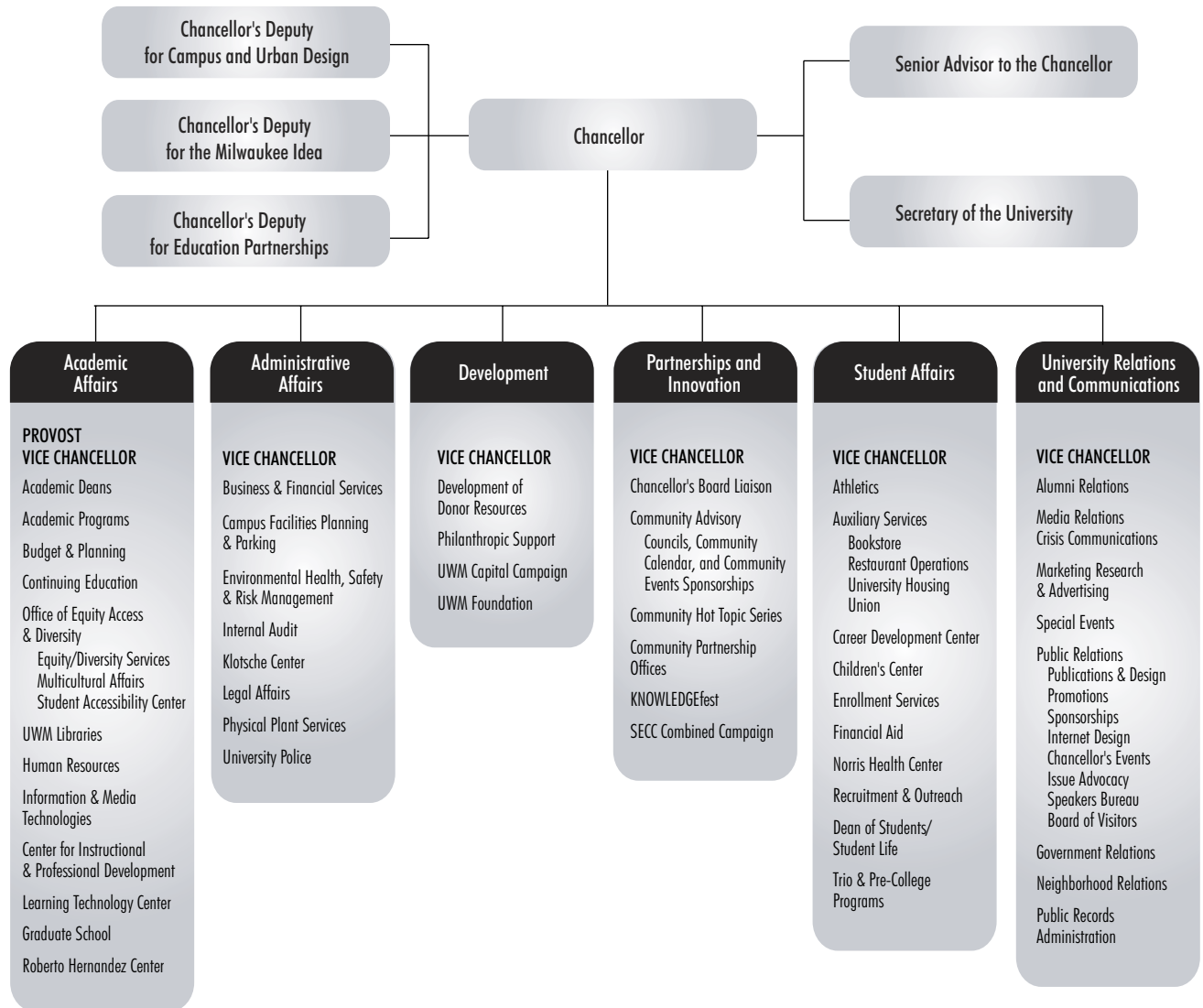
Key Structures

Implementing the vision and goals of campus and unit missions is embedded in the ordinary administrative structures and procedures of the institution. In other words, during the normal course of university business and planning, procedures require the students, faculty, staff and administrators of the institution to keep in mind, address, and adhere to the mission and its goals. This is the case both on a short-term basis (annual or biennial) in scheduling, budgeting, and planning, and in the longer term planning for new programs and initiatives, evaluation of existing programs, and the planning for major capital initiatives, such as the acquisition of new buildings or major fundraising. The following description of these structures and procedures reveals how the University implements its mission and goals. An organizational chart of the University administration is also presented on the following page (See Figure 3).

Chapter 36

Throughout the University of Wisconsin System, overall administrative responsibility is grounded in the statutory rules of shared governance. These provisions are known colloquially as "Chapter 36," the chapter of the Wisconsin Statutes that governs the University System. The overall mission of the System quoted above is Section 36.01(2) of state statutes. Wisconsin is unique in having its governance system grounded in statute. Accordingly, the responsibilities of the employee groups, faculty and academic staff, and constituencies, students, employees, the board, and administrators, and their respective rights, duties and responsibilities for governance are explicitly defined. This system

Figure 3. UWM Administrative Organizational Chart



provides a chain of direct accountability from the state government to the actions of individuals in the institution. Through the state budget and oversight process, the system shapes UWM's capacity to function, innovate, grow, or change.

The Board of Regents

At the top of the System is the 17-member Board of Regents. Fifteen members are appointed by the Governor and confirmed by the State Senate. They serve seven-year terms without pay. The head of the State Department of Public Instruction and the president of the Wisconsin Technical College Board serve by virtue of their positions. The one student representative appointed by the Governor serves a two-year term. There are no faculty, academic staff, or classified staff representatives to the board.

The Board represents the entire 26-campus System and makes policy with respect to one institution, such as UWM, only in appointing the Chancellor and planning for the overall System, e.g., in planning programs or developing the biennial budget recommendation to the legislature. The Board appoints the President of the UW System, the Chancellors of the 13 universities, the Chancellor of Extension, the Chancellor of UW Colleges and the Deans of the 13 colleges. All appointees serve at the pleasure of the Board. The Board also sets minimum admission standards¹, reviews and approves university budgets and tuition, and establishes the regulatory framework within which the individual units operate.

The members of the Board generally come from constituencies supportive of the current gubernatorial administration. The Governor aims to provide broad representation from the different parts of the state. There are no Board members who are designated as "UWM" members. Former governor Tommy Thompson had a very long tenure (1986-2001). For most of the past 15 years, the Board has reflected the policies and goals of his administration. Since being elected in 2002, Governor Jim Doyle has appointed 10 new members to the Board; several await Senate confirmation. Seven current board members are from the Milwaukee metropolitan area.

System President and System Administration

The Chief Executive of the System is the President of the University of Wisconsin System. Dr. Kevin Reilly is the UW System President. System administration is housed on the UW–Madison campus and is charged with overall coordination and planning for the University System. The President has full executive responsibility for the operation and management of the UW System. The President reports to the 17-member Board of Regents and carries out the duties enumerated in Wisconsin Statutes, and such other duties as may be assigned by the Board or in policy actions of the Board. The Senior Vice Presidents, Vice Presidents, 15 Chancellors and General Counsel report to the President. The President sees to the appropriate staffing of System administrative offices, and directs and coordinates the activities of

¹ Each campus can establish additional requirements. UWM's current requirements for general admission are as follows:

- 1) A minimum of 17 college preparatory academic units including 4 English, 3 math, 3 natural science, 3 social science, 2 academic electives (from the above, and/or speech/communication or foreign language) and 2 additional electives.
- 2) Rank at least at or above the 50th percentile, or
- 3) an ACT score of at least 21 (or equivalent SAT).

Some programs have additional requirements and/or admit students only to a certain enrollment limit. Programs with additional requirements/limits currently include the Arts, Architecture, Engineering and Applied Science, and Nursing.

these offices as needed to fulfill his or her responsibilities. Through its management of these functions, the President and System administration affect the implementation of the mission and goals of the UWM campus, as noted below.

The Chancellor

Chapter 36.09(3)(a) mandates a Chancellor as head of each campus in the University system. Chapter 36 invests the Chancellor with overall responsibility for planning and budget:

The Chancellors shall be the executive heads of their respective faculties and institutions and shall be vested with the responsibility of administering board policies under the coordinating direction of the president and be accountable and report to the president and the board on the operation and administration of their institutions. Subject to board policy the Chancellors of the institutions in consultation with their faculties shall be responsible for designing curricula and setting degree requirements; determining academic standards and establishing grading systems; defining and administering institutional standards for faculty peer evaluation and screening candidates for appointment, promotion and tenure; recommending individual merit increases; administering associated auxiliary services; and administering all funds, from whatever source, allocated, generated or intended for use of their institutions.

Chapter 36 defines two categories of academic employees, faculty, and academic staff, and vests each group with specific powers and responsibilities. The classified staff, defined as part of the state civil service, constitutes the third major employee category.

The Faculty

Chapter 36 assigns the roughly 800 UWM faculty the responsibility for “the immediate governance” and institutional policy development of the institution, and “primary responsibility” for academic and educational activities and faculty personnel matters:

The faculty of each institution, subject to the responsibilities and powers of the board, the president and the Chancellor of such institution, shall be vested with responsibility for the immediate governance of such institution and shall actively participate in institutional policy development. As such, the faculty shall have the primary responsibility for academic and educational activities and faculty personnel matters. The faculty of each institution shall have the right to determine their own faculty organizational structure and to select representatives to participate in institutional governance (See Figures 4 and 5).

The Academic Staff

Academic staff members are administrative and instructional staff, not members of the faculty. Currently 1,430 employees (about 1,187 FTE) hold academic staff appointments. Chapter 36 provides governance rights for academic staff in personnel matters concerning academic staff and mandates that academic staff be “active participants in the immediate governance of and policy development for the institution.”

The academic staff members of each institution, subject to the responsibilities and powers of the board, the president and the Chancellor and faculty of the institution, shall be active participants in the immediate governance of and policy development for the institution. The academic staff members have the primary responsibility for the formulation and review, and shall be represented

Figure 4. Faculty Governance

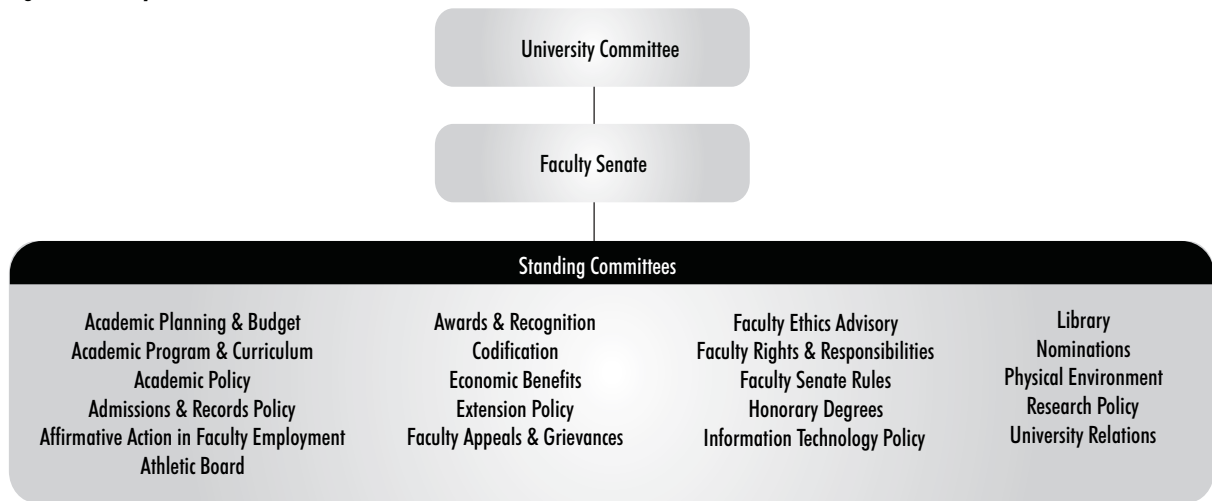
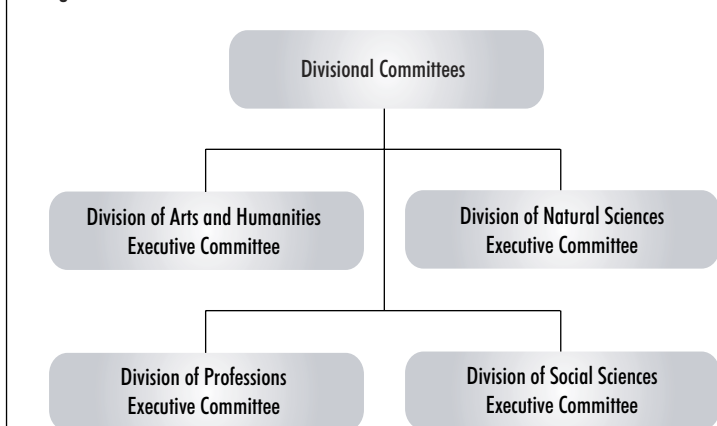


Figure 5. Divisional Committees



in the development, of all policies and procedures concerning academic staff members, including academic staff personnel matters. The academic staff members of each institution shall have the right to organize themselves in a manner they determine and to select their representatives to participate in institutional governance (See Figure 6).

Governance

UWM Policies and Procedures defines the position of the Secretary of the University, an official responsible for assisting in the administration of governance activity. The position is generally held by a senior member of the faculty. The Secretary of the University also serves as the administrative support for academic staff governance. The Secretary of the University's Office provides staff support for certain committees, the faculty senate, and the academic staff senate and guidance to administration on governance activities. The Office runs faculty and academic staff elections, organizes commencement, and supports search and screen committees for senior administrative positions.

The Students

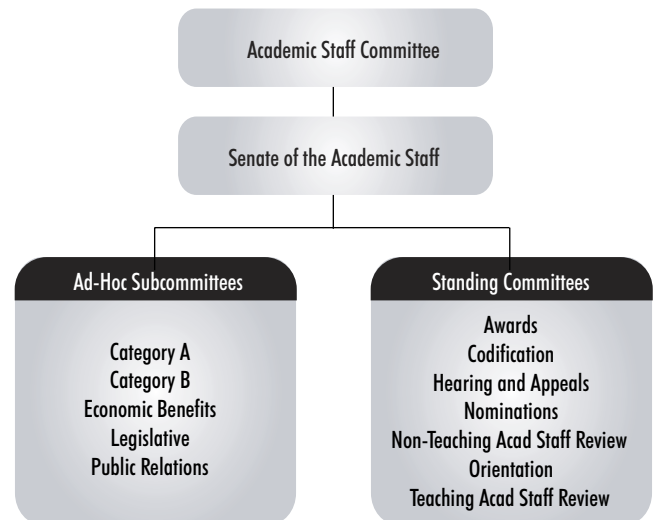
Chapter 36 also provides that the students of each institution "be active participants in the immediate governance of and policy development for such institutions." Students "have primary responsibility for the formulation and review of policies concerning student life, services and interests" through the "disposition of those student fees:"

The students of each institution or campus subject to the responsibilities and powers of the board, the president, the Chancellor and the faculty shall be active participants in the immediate governance of and policy development for such institutions. As such, students shall have primary responsibility for the formulation and review of policies concerning student life, services and interests. Students in consultation with the Chancellor and subject to the final confirmation of the board shall have the responsibility for the disposition of those student fees which constitute substantial support for campus student activities. The students of each institution or campus shall have the right to organize themselves in a manner they determine and to select their representatives to participate in institutional governance.

Implementation

On the UWM campus, administrative structures and governance procedures implement the statutory mandates of Chapter 36. The Deans of UWM's 12 schools and colleges function as a Dean's Council,

Figure 6. Academic Staff Governance



chaired by the Provost. The council is the major administrative unit concerned with academic budget and planning. The leaders of support units, Student Affairs and Administrative Affairs, and the Provost, serve on the Chancellor's staff.

The faculty and academic staff organize their academic and personnel responsibilities at the unit or department, school/college, and university level. *UWM Policies and Procedures* is the primary campus wide codification of the procedures for making and implementing academic policy. Its six chapters provide the framework for academic decision-making, including defining the organizational procedures for departmentalization and governance, faculty personnel, academic program planning and review, and the functioning of elected and appointed standing faculty committees. Individual schools and colleges have their own procedural documents. *Academic Staff Personnel Policies and Procedures* define the university-wide governance structures and responsibilities for the academic staff. The Secretary of the University's Office coordinates and supports the university-wide governance and decision making functions of the faculty and academic staff.

These structures provide the framework through which academic and administrative planning and budgeting take place, and hence the framework for implementing the mission and goals of the institution.

Key Procedures

We detail here how a number of key activities are aligned with the institutional mission in the course of academic planning, review and budgeting. They include program review, new program planning, faculty hiring, and annual budget planning.

Program review

Existing academic programs are reviewed and evaluated by faculty committees and the appropriate administrators on a 10-year cycle. At the undergraduate level, the Academic Program and Curriculum Committee, an elected standing committee of the faculty, conducts the reviews. The opening statement required for the program self-study calls for a description of the program "and its place within the unit and the mission of the University." At the graduate level, the Committee on Reviews of the Graduate Faculty Council (also an elected standing committee of the faculty) oversees the reviews. The Committee mandates that the program self-study "describe the mission and goals of the program" and evaluate them in the context of resource levels and the mission and goals of the school/college and campus. External reviewers, internal reviewers, and administrators, students, and faculty from the unit address the mission documents in the review process. The faculty committees, Deans and Provost consider changes to the programs in light of the evaluation of the mission and related material.

New academic program planning

The development of new academic programs involves consideration of the mission and goals of the institution and its subunits. Since program approval ultimately requires action by the Board of Regents, the guidelines for creating new degree programs are determined at the UW System level. These guidelines specifically ask the sponsoring unit, generally faculty in a particular department, to ensure that academic programs “are consistent with the institutional and UW System missions.” The guidelines also require that the program proposal “will make the case that the new program is congruent with and furthers the strategic plan and mission of the institution.” Embedding such requirements in the program development process at the outset provides a strong guarantee that the mission of the institution is fulfilled, and also that campus stakeholders are aware of and respond to the mission.

Campus and school/college budget and planning

The state of Wisconsin uses a biennial budget process. The next state biennial budget is scheduled for 2005-07. In the even-numbered year before the budget, the Governor and the System administration prepare the budget requests for the following biennium. In 2004, the University system is developing proposals for the 2005-07 budget. That budget will be submitted to the legislature in early 2005, with approval expected by the start of the fiscal year in July 2005. The campus submits its budget requests to System in the even year, as the statewide university budget is developed. The Regents approve the budget request in the summer or fall of the even year. Budget request guidelines require campuses to relate their requests to the institutional mission.

Annual budget and planning takes place in the context of this biennial process. This year the Provost requested that schools and colleges provide budget and planning documents in the spring. These documents referenced the mission documents to ground and justify the budget requests. For example, the UWM Libraries planning document referenced its mission to frame its budget analysis in this way:

The mission of the UWM Libraries, in support of the mission of the University of Wisconsin–Milwaukee as a research university, is to provide: organized and accessible collections of high quality research and instructional materials, access to networked information and digital resources, services to educate and benefit the University and surrounding urban communities, the physical and human resources required to satisfy the information needs of its users.

The document then goes on to detail budget requests and decisions with specific references to the objectives listed in the mission.

CRITERION 1e

The organization upholds and protects its integrity.

Organizational Integrity

Formal mission statements and the requirements of Chapter 36 provide one leg of the constitutional framework for the implementing documents for the university system in general and UWM in particular. State and federal law and administrative practice provide a second framework. In addition the campus develops formal procedures concerning academic practice, employee rules and regulations, and student conduct. Particular procedural documents have been developed over the years in response to particular mandates. Seen as a whole, the procedures provide a coherent set of rules and practices guiding university actions.

Each campus in the UW System has developed foundational policies and procedures implementing the statutory mandates in Chapter 36. The *UWM Policies and Procedures* were written in the 1970s by the faculty and approved by the Board of Regents. They are frequently amended and updated by faculty action. *UWM Policies and Procedures* defines how to organize the basic academic structures and processes of the campus. It defines how to constitute the administration and the faculty, the departments, executive committees, schools and colleges, and committees. It defines the authority of faculty and administration; procedures for faculty governance, faculty and administrative hiring, promotion, tenure and dismissal; the handling of grievances and complaints against an individual with faculty status; and defines procedures for fiscal emergency.

The statutes that created the UW System also created the category of “academic staff” employees, university professionals without faculty status. That statutory mandate required the definition of “Academic Staff Policies and Procedures” at each UW institution. The UWM academic staff wrote their procedures, which were approved by the Board, to define the employment rules and the rights and responsibilities of individuals with an academic staff appointment.

Procedural documents colloquially referred to as SAPPs, Selected Administrative Policies and Procedures, constitute a third category of documents. Often based upon *UWM Policies and Procedures* or *Academic Staff Policies and Procedures*, they commonly focus on a particular aspect of rule or procedure. They are generally written at the campus administrative level. SAPPs are particularly useful for adding to the procedural system rules and regulations mandated by innovations in federal or state law, for example, rules for the proper handling of hazardous materials, defining signature authority, or establishing guidelines for contractual and business agreements.

Employee Procedures and Union Contracts

Most of UWM’s classified staff employees, that is, employees in the state civil service, are unionized, and their employment rules and

procedures are governed by civil service rules and the collective bargaining agreement. Teaching assistants and Project assistants are also unionized and their work procedures are spelled out in the contract between the Milwaukee Graduate Assistant Association (MGAA) and the University.

Rules and Procedures Affecting Students

Authority for rules and procedures relating to students is defined initially in Chapter 36.09 of Wisconsin Statutes. Chapter 36.09(5) defines the governance authority of students over student fees and student life. Chapters 14, 17, and 18 of the Rules of the Board of Regents of the University of Wisconsin System, also known as section UWS of the Wisconsin Administrative Code, define academic and nonacademic disciplinary procedures and the rules for conduct on university land. These procedures are further detailed at the campus level, in the administrative documents of the Office of Student Life, the *UWM Student Handbook*, and student governance documents.

Constituencies External to the Campus

The foundational documents framing UWM's relationships with and responsibilities toward its external constituencies are less developed than the formal authorizations and procedures defining the structures and procedures of governance for administration, faculty, academic staff and students. The definitions and relationships with external constituencies are either implied in the general administrative powers of the Chancellor and his or her staff or in various Board of Regent actions over the years. For example, in 1978 the Regents created the 20-member UWM Board of Visitors. The Board, which has advisory functions, is a vital link between UWM and the Milwaukee area. The Office of University Relations is charged with oversight of the relationship between the campus and its immediate neighborhood.

Neighborhood relations

The city of Milwaukee, the University, and neighborhood associations have recently undertaken organizational efforts to identify and address critical issues for the area immediately surrounding the University. The UWM neighborhood is located in one of Milwaukee's most attractive residential areas. When compared to other urban university neighborhoods across the nation, the UWM neighborhood, and the greater Milwaukee area, contain the attributes of a great university town.

In recent years increased resident and commuter demand for on-street parking, near campus housing, and student-oriented services have affected the neighborhood surrounding the campus, with concerns arising on how to maintain and improve the area's quality of life. These concerns have intensified efforts to improve the physical/social "town-gown" relationship and find appropriate strategies to resolve campus-neighborhood conflicts.

Area residents' concerns include parking demands on neighborhood streets; increasing traffic and safety risks; development pressure to increase housing density (occupancies, units per building, and units per block); increasing absentee property ownership with a corresponding increase in unsightly or poor property maintenance and building code violations; and a perceived decline in neighborhood livability closely tied to quality-of-life issues, such as nuisance crimes (e.g., noise, public drunkenness, litter, etc.).

For all these reasons, UWM, the near-university neighborhood groups, and the area's alderman requested that the city of Milwaukee undertake a comprehensive neighborhood strategy and vision process to identify and address critical issues for the area immediately surrounding the University. After a period of intensive study and data collection, the city issued its report, *A Partnership for Change: A Strategy and Vision for the UWM Neighborhood*, in 2003. The report had three main objectives:

- 1 Provide a coordinated long-term strategy for addressing neighborhood issues in the critical areas of parking, housing, transit, and quality-of-life.
- 2 Provide practical methods for implementation with emphasis on community involvement, high quality design, and adding long-term value.
- 3 Serve as a model for ongoing, collaborative, university neighborhood planning.

The report outlined a series of action steps centering on parking, transit, housing, and quality of life:

Parking

The overarching goal is to provide a balanced parking resource for the residents, the University, and visitors. This includes on-street spaces, on-campus lots and/or garages, and off-campus remote facilities linked to campus by transit. The highest priority initiative is increasing on-street parking for neighborhood residents.

Transit

The highest priority initiative at present is to increase alternatives to driving to campus by increasing ridership and enhancing service on Milwaukee County Transit System (MCTS) routes that currently serve UWM.

Housing

The market for housing on or near campus, compounded by UWM's limited available land, results in a demand for off-campus rental units far beyond what the neighborhood can sustain or accommodate without undergoing a significant

change in character primarily due to absentee ownership. It is clearly in the long-term interest of the city and the University to preserve property values and community character, therefore a combined strategy is needed to:

- Increase owner occupancy within the neighborhood with the goal of meeting the metro Milwaukee average for home ownership,
- Leverage creative university-operated housing opportunities, and
- Encourage private student housing options within the larger city fabric that are effectively linked to campus by transit.

Quality of life

Great university neighborhoods are known for a desirable quality of life that stems from their diverse population, pleasing physical character, and cultural/commercial amenities. Inherent in this diversity is a mix of full-time residents, transient residents (students), nonresident investors (landlords), and visitors each with differing contributions to neighborhood life and activity, and each with differing levels of interest in neighborhood stewardship. Inherent in this mix is a need to maintain balance and reduce conflict. The highest priority initiative for neighborhood residents is to improve neighborhood peace and quiet by addressing the situations and behaviors that cause conflict. Action strategies range from increased police and regulatory action to cooperative efforts that build connections and understanding among the diverse groups.

The University Neighborhoods Association (UNA), formed in 2001, is the group charged with implementation oversight of the report's recommendations. The UNA is a collaborative partnership consisting of representatives from UWM, the city of Milwaukee, Columbia-St. Mary's, Milwaukee County, and the leaders of the Murray Hill Neighborhood Association, Cambridge Woods Neighborhood Association, Mariners Neighborhood Association, and the Water Tower Landmark Trust. The UNA meets every other month to discuss neighborhood issues and to track progress in implementing neighborhood initiatives.

Recent actions have included UWM's hiring of a neighborhood liaison to facilitate and improve communications with the neighborhood; increased neighborhood police patrols; the development of model landlord leases and a landlord compact, and a "Walk-to-Work" brochure that promotes UWM employee home ownership in the UWM neighborhood. The University maintains a Neighborhood Relations website, http://www.uwm.edu/Dept/Univ_Rel/neighborhood/.

In its dealings with neighborhood residents and business owners, UWM has consistently demonstrated a commitment to open communication and an understanding of how the fortunes of the surrounding neighborhoods and the University are intertwined. A campus of roughly 30,000 students, faculty, and staff inevitably has positive and negative effects on its immediate neighborhood. When concerns have been voiced, UWM has addressed them directly and in a timely manner.

Public presentation

As a major institution in southeastern Wisconsin, UWM is often in the news, averaging about 18 stories in a variety of news outlets per week. The Office of University Communications and Media Relations serves UWM, as well as local, national, and international constituencies, by providing timely, accurate, and targeted information on university issues, achievements, and practices. The University's communications team is staffed with journalists who have been trained in and follow high journalistic standards. The University's NPR affiliate, WUWM, follows the same high standards when covering the University. Campus media, including the *Research Profile* magazine and the *UWM Report*, as well as school and college publications, represent the breadth of the University's activities to the public. The University's Speakers Bureau and Experts Directory connect faculty and staff to community organizations and the media. On average, there is one public presentation to a community organization per faculty member each year. In 2002 the University commissioned a telephone survey of residents in Southeastern Wisconsin. The survey of more than 400 adults showed strong public support for the institution: 86 percent of respondents said they thought UWM was a diverse institution and nearly 50 percent said the momentum and visibility of the university had increased in the past year; 74 percent said UWM is a university on the rise and a university for the 21st century; 68 percent of respondents agreed that UWM is "a university engaged with the community."

Implementation: Compliance and Assessment of Procedural Effectiveness

The procedural documents discussed above provide for implementation, monitoring, and assessment of activities. Chapter 36 invests the Chancellor with executive authority and responsibility for administering the activities of the University, including the budget, academic matters, and auxiliary services. This broad mandate encompasses the development of systems to guarantee compliance with the institutional and unit missions.

The Chancellor has the authority and responsibility to organize his or her office and activities to respond to current circumstances. The divisions of the Chancellor's office define the organizational responsibilities for academic affairs, administrative affairs, student affairs, university relations, development and university partnerships. Further specification of authority and responsibility is defined in the institution's subunits, i.e., the administrative offices listed above and the schools and colleges.

Compliance activities mandated by state or federal law, for example, for human subjects review, animal care, equal employment opportunity, and student privacy, which may also be supplementary to the academic mandates of Chapter 36, find their administrative authorization in the broad mandate to the Chancellor.

Below are selected examples of procedural effectiveness:

Equal Opportunity Compliance

UWM provides equal opportunity to all individuals regardless of race, color, creed, sex, sexual orientation, age, national origin, ancestry, marital status, pregnancy, political affiliation, arrest or conviction record, identity as a veteran, Vietnam era veteran, membership in the national guard, state defense force, or any reserve component of the military forces of the United States or this state, or any other characteristic protected by state or federal laws. UWM takes every effort to prevent and eliminate discrimination or harassment against its students and employees.

UWM's anti-discrimination policy is readily available from the Office of Equity/Diversity Services (EDS) and is posted on its website. The policy is also available from the Office of the Secretary of the University. During the 2003-04 academic year, EDS mailed a copy of its official brochure describing its services to UWM employees and student organizations. It also updated its website to enhance resources promoting diversity and non-discrimination.

UWM offers a variety of general and specific training regarding non-discrimination and diversity. In some instances, EDS provides training in response to complaints and specific requests. In other cases, EDS provides general programming as proactive means of promoting diversity and prohibiting discrimination. These programs include video presentations, panel discussions and workshops. Since the fall of 2002, EDS has sponsored Diversity Dividends, monthly diversity seminars covering a variety of topics.

Figure 7. Complaints Received

Type	Percentage
Race	26%
National Origin	16%
Age	5%
Sex	21%
Disability	16%
Retaliation	26%

Note: Because some complaints contained multiple allegations, the percentage total is more than 100.

Responding to discrimination complaints

UWM has designated EDS as the office responsible for addressing discrimination issues. UWM’s anti-discrimination policy informs students and employees about how to seek assistance regarding discrimination concerns and file discrimination complaints. EDS processes complaints consistent with UWM’s policies and procedures that prohibit discrimination. During the 2003-04 academic year EDS received 19 complaints. On average, it took 79 days to resolve a complaint. The complaints are broken down by type and percentage in Figure 7.

Equal opportunity in employment

UWM complies with federal and state laws regarding equal employment. EDS is responsible for creating and maintaining UWM’s Affirmative Action Plan. UWM is aware that equal opportunity, affirmative action and diversity objectives cannot be successfully achieved by one individual. They must be actively implemented by all members of management.

Responsible parties

The Chancellor assumes overall responsibility for the success and implementation of the University’s equal opportunity, affirmative action and diversity program.

Reporting to the Chancellor on campus climate issues, the EDS Director is responsible for preparing and annually updating the affirmative action program; monitoring the implementation and evaluating the results of program action plans; designing audit and reporting systems that will measure program effectiveness; indicating need for remedial action and determining the degree to which goals have been met; working with administrators, supervisors and faculty in setting program goals; reporting on promotions, terminations, and other employment matters; investigating, resolving or otherwise consulting with the Associate Vice Chancellor regarding the disposition of complaints of discrimination and providing recommendations to the Provost; examining employment policies, practices, developing and carrying out affirmative action training programs; and working with minority organizations, women’s organizations and campus community action groups concerned with employment opportunities for minorities and women.

All Vice Chancellors are responsible and accountable for the implementation of the equal employment opportunity, affirmative action and diversity programs within their units and within all divisions or units reporting to them. Specific responsibilities include collecting and reporting all data required by the Office of Equity/Diversity Services for monitoring the equal employment opportunity, affirmative action and diversity program, preparing position announcements and recruitment plans in accordance with established affirmative action search and screen procedures, and ensuring that the criteria established for filling positions are applied to the selection process. In addition, they are responsible for maintaining equitable promotional practices, reviewing termination practices and policies for non-discrimination, maintaining salary equity, creating and maintaining a working environment free of discrimination and harassment, aiding the career advancement of protected group members and providing accommodations to employees with disabilities.

Policy and information dissemination

UWM publicizes its commitment to being an equal opportunity employer through a variety of channels. On a biannual basis, the policy is printed in the *UWM Report*, the monthly campus publication that is distributed to all UWM employees and approximately 700 people in the greater Milwaukee community. The Department of University Communications and Media Relations regularly publishes articles addressing equal opportunity programs, progress reports including promotions of minority and female employees, and other articles addressing equal opportunity and affirmative action. News Services and Publications monitors all publications to ensure that they reflect the diversity of UWM.

Internally, the Department of Human Resources distributes the equal employment opportunity policy with the classified personnel handbooks. A copy of UWM's Affirmative Action Plan, which includes the equal employment opportunity policy, is available in the UWM Libraries for review by the entire UWM and Milwaukee communities. The Vice Chancellor for Administrative Affairs, the Director of the Office Legal Affairs, and the Associate Vice Chancellor of Academic Affairs review all federal and state EEO posting requirements. This review is conducted to ensure compliance with regulating agencies and includes distribution of the equal employment policy to all building managers for posting. Management and other employees engaged in placement, employment, and training, receive briefings on applicable federal, state and local equal employment opportunity laws. UWM's personnel policies and practices are periodically audited to ensure that they do not discriminate against protected class members.

Equal opportunity is emphasized in UWM's recruiting practices. The UWM Guide for Faculty & Academic Staff Recruitment, which is posted on the Academic Affairs website, outlines strategies Search and Screen committees can use to attract diverse candidate pools. UWM maintains relationships with major recruiting sources, including

minority and women's organizations, organizations for veterans, and organizations for individuals with disabilities. UWM's EEO statement indicating that it is "an equal opportunity employer" has been printed in various media, including the *Milwaukee Journal Sentinel*, *Milwaukee Community Journal*, *Milwaukee Times*, *Milwaukee Courier*, *Milwaukee Star*, *Spanish Journal*, *Spanish Times*, *El Conquistador*, and *News from Indian Country*.

Management of Complaints of Student Academic Misconduct²

UWS Chapter 14 and UWM Faculty Document 1686 define the parameters of academic misconduct, sanctions that can be recommended, and due process for appeal.

The following case sample (details expunged) illustrates how UWM handles cases of undergraduate academic misconduct:

- Letter from instructor to student received by Student Affairs Officer on November 19, 2003, detailing the allegation, recommended sanctions, and the justification for the sanctions.
- Letter from Student Affairs Officer to student reiterating allegation of misconduct and recommended sanction and the right to appeal sent November 20, 2003.
- Chapter UWS 14.05 (3) states in part "If a student desires such a hearing, he or she must file a written request with the student affairs officer within 10 days of imposition of the disciplinary sanction by the instructor."
- Request for hearing from student received December 1, 2003.
- Hearing scheduled and held on December 16, 2003.
- Final decision of the hearing body sent to student December 23, 2003.

This standard process is followed in all cases by the Student Affairs Officer.

During the 2002-03 academic year, 70 cases of undergraduate student academic misconduct were reported. Sixty-three students did not appeal. The allegation stood and the sanction(s) recommended by the instructor were imposed. For the 2003-04 academic year, 47 cases were reported. Only one student requested a hearing, and the original sanction was upheld in that case.

² See "Federal Compliance" for information on handling of undergraduate and graduate student complaints.

Graduate student appeals

Policies and procedures relating to graduate student appeals of findings of academic misconduct are outlined in the *Graduate Student and Faculty Handbook*. The Graduate School publishes and distributes the *Handbook* annually in print form at the start of each academic year. A separate document, the *Graduate Student Academic Appeals and Exceptions Handbook*, provides a detailed description of the appeal process and directs students and faculty members to UWS Chapter 14 and Faculty Document 1686 for detailed information on all aspects of academic misconduct. During the 2002-04 period, four cases of graduate student academic misconduct were reported; in one case the student accepted the sanction and did not appeal, in two of the appealed cases sanctions were upheld, and in one appealed case the sanction was overturned. The average time to complete an investigation was 60 days.

Compliance with Open Meetings Law

The Division of University Relations and Communications complies with the Wisconsin Open Meetings Law by continuously maintaining a process designed to accept and post meeting announcements. Clear information about the process is posted on a series of web pages, starting with the page at http://www.uwm.edu/News/Open_Meet/

This page includes:

- Links to currently scheduled open meetings
- A link to an online open meetings form, allowing for easy submission of open meeting notices
- Options for additional ways to submit open meetings forms (FAX, in-person or mail)
- A phone number to call if there are questions about any process relating to open meeting notices
- The deadline for filing open meeting notices
- A link to the Wisconsin Open Meetings Law
- A link to the Wisconsin Department of Justice website offering further information about Open Meetings Law

There also are directions to where notices are physically posted on campus (a display box on the south wall of the Union Concourse immediately west of the entrance).

Trademark Enforcement

Enforcement of trademark policies is coordinated through the office of the director of UWM Auxiliary Services. The University uses Licensing Resource Group (LRG), Holland, Michigan, as its licensing agent. Because LRG is the second largest licensing management company in the United States, most vendors are familiar with working with them and make contact with them to become a licensed vendor. New wholesalers are informed of our use of LRG as our licensing agent.

UWM Auxiliary Services reviews all new applications for use of UWM's trademarks to ensure they comply with university standards and maintains a record of those approved. On a biannual basis LRG tours the area to determine whether the UWM material on display has been properly licensed. If it has not been licensed, the manufacturer is contacted and informed of the procedure for obtaining a license. If UWM is made aware of a misuse of our marks, the University will contact the offending party and ask that it desist. This has not occurred recently.

UWM Auxiliary Services maintains the records of its reviews and approvals, which may be reviewed upon request through the director's office.

Compliance with Open Records Laws

A staff member in University Relations and Communications has been designated as the legal custodian of all public records maintained at UWM, except for patient health records that are under the control of the Norris Student Health Center or any other health care provider associated with the University.

Requests to inspect records or to receive copies of records can be made directly to the designated custodian during normal office hours or by mail or e-mail. Requests may be made verbally or in writing, and the requester may remain anonymous if he or she chooses. Records that are readily available will be provided promptly. If a search is necessary to locate records, the requester may be charged the cost of locating them, if the cost exceeds \$50.

Records requests are fulfilled as soon as is practicable in accordance with Wisconsin Open Records Law. The standard is seven work days for personnel records and 10 days for all other records, although 45 days is the standard for a request by a student or parent for his or her own records under FERPA (Family Educational Rights & Privacy Act). A database is maintained to show that these standards are met consistently.

Discussion

UWM has systems and processes in place to ensure that it operates with integrity and in a fashion consistent with its mission. The University is attentive to the needs of its internal and external constituents. The one area that the Self-Study team identified as a limiting factor with respect to mission is the overall System structure and its degree of responsiveness to UWM's unique mission within the System and the state.

Apart from the system-wide Board of Regents, there is no formal board or community decision-making institution for the UWM campus. There are advisory committees, but no equivalent to a board with formal oversight and planning authority, which poses problems for integrating community partnerships into the formal processes of the institution. The Board of Regents has the authority to delegate authority to "committees of the board," and perhaps this option of creating board subcommittees for particular campuses could be investigated. See 36.09(1)(f):

The board shall delegate to each Chancellor the necessary authority for the administration and operation of the institution within the policies and guidelines established by the board. The board may also delegate or rescind other authority to Chancellors, committees of the board, administrative officers, members of the faculty and students or such other groups as it deems appropriate.

Because the campus is a unit in the System, it does not have the autonomy to control its own destiny. Most planning and proposals for innovation must pass through a System filter. The advantages of being part of the system include centralized buying and policymaking; for example, for library database acquisition and information technology. The disadvantages relate primarily to institutional flexibility. The campus has difficulty responding rapidly to changing circumstances. Its capacity to restructure administratively, develop new academic programs, and articulate a vision is constrained by the coordinating activities that must take place with other campuses and with the central administration. To fulfill its mission as a research university, UWM must compellingly articulate its unique needs to the Board of Regents, the UW System, and the people of the state of Wisconsin.

Looking Forward

As this document is being finalized, discussions are underway to create research and instructional partnerships across the UW System and among public and private institutions in the Milwaukee area. The University is also exploring four-year degree options in Waukesha County. Decisions regarding options for future development will be grounded in UWM's mission as a public research university. Our select mission as a research institution located in the heart of the population center of Wisconsin also challenges us to serve the needs of a diverse study body. Creating access for all students to a high-quality education remains of paramount importance.