



UWM OVERVIEW



I N 1994, THE UNIVERSITY OF WISCONSIN–MILWAUKEE

was designated as a Research II University (now Doctoral/Research Extensive) by the Carnegie Commission. UWM continues advancing its stature as a research university while also recognizing its important role in Milwaukee, the state’s ethnic, international, cultural, artistic, manufacturing, financial, and population center. In 1998, the campus adopted a bold initiative—the Milwaukee Idea—to expand and maintain focused engagement with community partnerships and collaborations that are built on a solid foundation of research and scholarship. In 2000, the campus began an ambitious plan—*Investing in UWM’s Future*—to achieve dramatic increases in funding, enrollments, and faculty and academic staff positions. Building on its existing momentum and enhanced visibility, the University is poised to advance its status as a research university.

UWM is one of two doctoral institutions in the University of Wisconsin System. It was founded nearly 50 years ago in the belief that Milwaukee needs a great public university to become a great city. The themes of quality education, excellent research, and community service guide the University’s activities.

The formal mission of UWM is defined on three levels:

- 1 All institutions in the University of Wisconsin System share the System’s mission “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 human sensitivities; scientific, professional, and technological expertise; and a sense of value and purpose.”
- 2 UWM shares with UW–Madison, the other doctoral campus in the System, the core mission “to offer degree programs at the baccalaureate, master’s and doctoral levels; offer programs leading to professional degrees; conduct organized programs of research; promote the integration of the extension function; encourage others in the System to seek the benefit of the unique educational and research resources of the doctoral institution; serve the needs of women, minority, disadvantaged, disabled, and nontraditional students and seek racial and ethnic diversification; and support activities designed to promote the economic development of the state.”

- 3 UWM, finally, has a distinctive select mission “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.”

UWM was created in 1956 as the result of a merger between Wisconsin State College–Milwaukee (which was the successor to the Milwaukee State Normal School and the Milwaukee State Teachers College) and the University of Wisconsin Extension Center–Milwaukee. The 93-acre main campus is located in a vibrant residential neighborhood on Milwaukee’s east side that offers its faculty, staff and students a wide range of cultural, athletic and entertainment opportunities. UWM is a short walk from Lake Michigan, near historic areas of interest, and is easily accessible via public transportation from downtown Milwaukee, which is just three miles away.

Governance and Institutional Culture

The University of Wisconsin–Milwaukee is one of 26 campuses that form the University of Wisconsin System. A 17-member Board of Regents sets policy for all UW institutions, and System President Kevin Reilly guides operations. Each individual university in the System has an advisory Board of Visitors; the UWM Board is composed of 20 individuals who focus on legislative and community relations.

The University of Wisconsin–System Administration is based in Madison. Membership in the statewide system allows UWM to participate in extensive cooperative arrangements that independent institutions can rarely replicate. Many resources are available for System campuses to share, including the Office of Learning and Information Technology, the Office of Professional and Instructional Development, the Multicultural Center for Educational Excellence, PK-16 Partnerships and Initiatives and the Center for Learning Innovations. The 13 two-year colleges feed undergraduates to all of the four-year campuses in the system. UWM also has a unique collaborative program (UWM College Connection) that delivers a full bachelor’s degree to place-bound students at numerous two-year campuses and technical colleges throughout the state.

The most prominent feature of the culture of the University of Wisconsin System, including UWM, is shared governance, a system unique in U.S. higher education that is formalized in state law. Chapter 36 of the Wisconsin Statutes specifies that the faculty, academic staff, and students have significant responsibilities for the formulation of policies, activities and personnel matters that affect

each of these groups within the University community. This system of governance depends on collaborative, consultative, and inclusive relationships among the University's administrators, faculty, academic staff, and students.

Academic Programs

Faculty and instructional staff deliver the University's curriculum and programs to approximately 27,000 enrolled students. The University offers 152 degree programs, including 83 undergraduate, 48 masters, 20 doctoral, and one specialist degree, through 12 schools and colleges. The schools and colleges are profiled below:

Additional supporting material is at www.selfstudy.uwm.edu:

- Appendix 1. UWM Degrees and Certificates
- Appendix 2. Accredited Programs

College of Health Sciences

In the almost 30 years since its inception, the College has developed a strong faculty committed to research, teaching and professional and community service. It maintains close relations with the health care community and makes extensive use of community placements in meeting its teaching mission. The College supplies a significant amount of the health care workforce in southeastern Wisconsin and throughout the state and is committed to diversifying its faculty and student graduates. The College offers an array of academic and professional programs (six undergraduate degrees, five master's, one Ph.D., and nine certificates). Six of the College's programs are accredited by professional accreditation agencies. All accredited disciplines have received the highest accreditation awards including: communication sciences and disorders (ASHA), clinical laboratory sciences (NAACLS), health care administration (AUPHA), occupational therapy (AOTA), athletic training (CAAHEP), and cytotechnology (ASC). Several programs are nationally ranked by either their professional societies or *U.S. News & World Report*, including occupational therapy (ranked 15th nationally), clinical laboratory sciences (ranked 4th), and communication sciences and disorders (ranked 58th). In 2003, the UW System Board of Regents approved a new Ph.D. in health sciences and a new master's of science in health care informatics. Research and extramural funding have been significantly enhanced, primarily through the establishment of interdisciplinary research centers. Over the past three years, the College has received almost \$4 million in federal grants to support its diversity efforts.

College of Engineering and Applied Science

Since its establishment in 1964, the College of Engineering and Applied Science (CEAS) has created a learning environment that forges a strong foundation of basic scientific and engineering principles with the practical application needs of industry. The College has developed a full complement of undergraduate and graduate

programs in engineering and computer science with a strong faculty committed to research, teaching and professional service.

The College of Engineering and Applied Science offers programs in civil engineering, electrical engineering, industrial engineering, materials engineering, and mechanical engineering that are accredited by the Engineering Accreditation Commission of the Accreditation Board of Engineering and Technology (EAC/ABET). The College also has a program in computer science; four of its faculty members have received the prestigious National Science Foundation CAREER award.

The College prides itself on very high standards, which are supported by its centers: Composite Materials; By-Product Utilization; Cryptography, Computer, & Network Security; Energy Analysis & Diagnostics; Urban Transportation Studies; and Alternative Fuels Research.

College of Letters and Science

The largest academic unit at UWM, the College of Letters and Science (L&S) comprises approximately 55 percent of the University in student enrollment. With 21 departments across three divisions—Humanities, Social Science, and Natural Science—Letters and Science offers 40 undergraduate majors and 25 academic certificates. In addition, the College is home to a number of important interdisciplinary research groups—Age and Community, biotechnology, genomics, environmental health, nanoscience, neuroscience, freshwater science, the WATER Institute, and GIS and spatial analysis—and is an active participant in interdisciplinary partnerships such as the Carnegie-funded Teachers for a New Era, and the Milwaukee Mathematics Partnership. Many of UWM's interdisciplinary centers and institutes are also partially or completely located within the College, including the Center for Economic Development, the Center for International Education, the Center for 21st Century Studies, the Center for Latin American and Caribbean Studies, the Center for Forensic Science, the Helen Bader Institute for Nonprofit Management, the Institute of World Affairs, and the Institute for Service Learning.

A major contributor to both undergraduate and graduate programs, the College is the entry point for most of UWM's 3,800 new freshmen. Of these, approximately 1,300 are admitted as pre-L&S majors. The College provides foundational general education courses for all UWM undergraduates students in three areas: English composition, mathematics, and foreign language, as well as supplying most of the courses that satisfy the campus-wide General Education Requirements in Humanities, Social Science, and Natural Science. The College also houses the UWM Honors Program, the Freshman Seminar Program, the Peer Mentoring Program, and the Undergraduate Research Opportunity program. The College is home also to the UWM College Connection, an innovative collaborative bachelor's degree program

initiated by L&S that allows students at a number of UW College campuses to earn bachelor's degrees in Communication, Organization Administration, and Information Resources. It is also home to an active advising staff that provides a wide range of academic advising, including specialized advising for freshmen, African American, Native American, Southeast Asian, Pre-Professional, and Continuing students, along with the Academic Opportunity Center, dedicated to recruiting and retaining at-risk students.

As a primary contributor to the liberal arts education of all undergraduate majors, the College is consistently attempting to stretch its resources in order to fulfill the expectations of its students, faculty, staff, and the public. The College of Letters and Science comprises 48 percent of the ranked faculty, 49 percent of the teaching academic staff, and 78 percent of the graduate teaching assistants at UWM. Extremely active in funded research, the College of Letters and Science garnered over \$8,700,000 in 2003-04; five of the top ten researchers on campus during the past five years were L&S faculty. Its master's and doctoral array includes distinguished and nationally recognized programs in 20 master's concentrations and 12 doctoral fields. The faculty and academic staff of the College are active partners with many UWM schools and colleges and are involved in a number of community initiatives, particularly centered around improving education in the Milwaukee public schools.

College of Nursing

Nearing its 40th anniversary in 2005, the UWM College of Nursing is viewed as an innovative leader in nursing education nationally and internationally and is fully accredited by the Commission on Collegiate Nursing Education (CCNE). Nationally ranked by *US News & World Report* in the top 10 percent of all nursing schools with graduate programs (29th of more than 300), the College has master's programs that prepare graduate nurses as Clinical Nurse Specialists and Family Nurse Practitioners. The College offers a unique MS/MBA degree in collaboration with the UWM School of Business. In 2002, the faculty expanded access to doctoral education for nurses by adding to their well respected doctoral program one of the first fully online Ph.D. curricula in nursing. This program, launched with great national and international interest, currently has 24 students. The largest nursing undergraduate program in Wisconsin, the College has expanded undergraduate enrollment dramatically in the past three years in response to the nursing shortage, while implementing a number of additional curricular options including an accelerated second degree option and expansion of a baccalaureate completion program. The latter is offered both through a collaborative UW System online option and off campus partnerships with area health care systems. The College has offered a second campus option to students in southeastern Wisconsin for 25 years through the UWM/UW Parkside Consortial program and in 2002 added a similar option in partnership with UW-Washington County campus in West Bend.

The college prides itself on very high standards in both research and community engagement. These activities are supported by several centers including the Harriet H Werley Center for Nursing Research and Evaluation, the Institute for Urban Health Partnerships (which directs three community nursing centers), and the Center for Nursing History. Through the Center for Cultural Diversity and Global Health, the College coordinates initiatives to expand multiculturalism both locally and globally. The college has established a reputation as a strong partner with communities, health care organizations and other academic institutions, and its faculty and staff and graduates are changing the face of health care delivery across the globe.

Graduate School

In collaboration with graduate faculty governance bodies, the Graduate School and Office of the Associate Provost for Research plays a central role in the life of the research university and in the aspirations of its faculty, staff, and students. The Graduate School promotes graduate education as an integral component of the research university as well as guiding and administering the research mission of the institution. The current graduate program array includes 48 master's and 20 doctoral degree programs as well as 24 certificate programs. Fiscal year 2003-04 extramural funding for research exceeded \$24.8 million.

Various offices within the Graduate School provide leadership and infrastructural support for graduate education, intramural and extramural research, and creative and scholarly activities. Capitalizing on a centralized organization, staff members work collaboratively with faculty and academic staff, graduate program representatives, Deans and department chairs, and organized research unit administrators across the University to facilitate the achievement of mutually established goals and objectives for graduate education and research.

The Graduate School also provides a home for research units whose missions transcend the boundaries of individual schools and colleges. These centers, institutes, laboratories, and facilities connect researchers to each other and to resources in order to enhance productivity and scholarly innovation. The multidisciplinary nature of centers encourages collaboration across fields and fosters the creation of new knowledge.

Helen Bader School of Social Welfare

Created in 1964, this school is one of only two schools in the nation that houses both a criminal justice department and social work department within one administrative structure. Both departments have national reputations in their fields. The criminal justice department houses the Hamilton Fish Center on School and

Community Violence, one of seven centers across the country created and funded through an act of Congress. The center has generated over \$2 million dollars in external funding since its foundation in 1998. Within the social work department, the Center for Addiction and Behavioral Health Research (CABHR) conducts cutting-edge research on addictions and substance abuse. This center has generated over \$15 million dollars in external funding since being established in 1991. In addition, the Endowed Chair in Applied Gerontology is housed in the School with support from the Helen Bader Foundation. The Foundation's 2001 \$5 million dollar gift is the single largest gift given to the University to date.

Peck School of the Arts

In December 1962 the Board of Regents approved the creation of the School of Fine Arts at UWM. This new academic unit became a center for the creative and performing arts within the city and continues to be a crucial influence in the cultural life of metropolitan Milwaukee and beyond. Renamed the Peck School of the Arts (PSOA) in 1999, it is the only school in the UW System dedicated exclusively to the arts. In 2000, following a successful \$7.5 million fundraising campaign, the school established the Helene Zelazo Center for the Performing Arts.

Today the Peck School of the Arts offers 12 undergraduate and five graduate degree programs serving over 1,850 student majors, making it one of the largest and most comprehensive schools in the region. The PSOA currently consists of five academic departments (Dance, Film, Music, Theatre, and Visual Art) and the Institute of Visual Art (inova), an exhibition venue for contemporary art. As a presenter of over 270 arts events per year, it is the second most prolific arts organization in all of Wisconsin.

School of Architecture and Urban Planning

The School's faculty and programs focus on advancing excellence in the built environment through education of architects and planners, engaging in research and creative work in design and planning, and sharing its expertise and energy with the Milwaukee community, the state, and the professions. The School of Architecture and Urban Planning (SARUP) offers four degree programs: the Bachelor of Arts in Architectural Studies, Master of Architecture, Master of Urban Planning, and Ph.D. in Architecture (one of only 19 nationally). SARUP's architecture program, the only program in the state of Wisconsin, is designated as a UW System Center of Excellence. Now only 35 years old, SARUP's professional architecture program was recognized as among the top 20 in the country by *U.S. News & World Report*. The Ph.D. program in architecture has been recognized as a leader in environment-behavior research, and the urban planning

program ranks 6th in research productivity among 47 master's-only urban planning programs nationally. SARUP is the campus home of Community Design Solutions, one of the original Milwaukee Ideas, providing design and planning services to neighborhood groups and community organizations.

School of Business Administration

The School of Business Administration has a unique mission and niche in the UW System, as a metropolitan business school with a doctoral program. All degree programs (six majors, three certificates, three master's, and a doctoral degree in Management Science) are accredited by the Association to Advance Collegiate Schools of Business (AACSB). The School also collaborates with the College of Nursing and the College of Letters and Science on jointly offered master's degrees in public administration, human relations, and nursing. Executive Programs deliver educational programs and training to the staff, managers, and executives of Wisconsin organizations, including customized programs, and industry-specific seminars. Faculty research efforts were recognized in a 2000 study based on faculty research productivity. The School was one of two Wisconsin schools ranked in the top 100 nationwide (64th), based on a study of over 700 AACSB-accredited M.B.A programs. Additionally, the 64 full-time tenure or tenure-track faculty serve as associate editors for seven differently scholarly journals, and collectively report editorial board responsibilities for 37 journals. The different centers and institutes within the School of Business Administration provide service and help keep our learning partners on the cutting edge of practice. This, in turn, helps improve southeastern Wisconsin productivity. Examples include the Center for Technology Innovation; Deloitte & Touche Center for Multistate Taxation; Helen Bader Institute for Nonprofit Management; and the Bostrom Center for Business Competitiveness, Innovation and Entrepreneurship.

School of Continuing Education

Working in the tradition of the Wisconsin Idea, the School of Continuing Education serves as a bridge between the University and the community. The School offers wide-ranging educational programming for lifelong learning. This comprehensive curriculum is presented in a variety of formats, including short courses and customized, on-site training. The School offers many opportunities for personal and professional growth, including new career skills tailored to current workforce needs. The School's public courses are designed for varying levels of expertise, from introductory to advanced and are offered days, evenings, and weekends. The School also partners with public and private companies and organizations to create training programs that address specific workplace requirements.

Each year the School's eight faculty, 53 academic staff, 26 classified staff, and 500-plus adjuncts attract over 30,000 individuals to more than 1,500 courses and other educational activities. The School offers continuing education to professionals in business, technology, engineering, government, and social and human services. In addition, the School offers a broad range of personal enrichment opportunities in arts, humanities and science. Despite the relatively small size of our faculty, the school ranks competitively with other UWM schools and colleges in attracting extramural funding.

School of Education

The University of Wisconsin–Milwaukee School of Education prepares educators to meet the social and economic challenges of a multicultural, urban society. The faculty, internationally recognized for their research, scholarship and leadership in education, are dedicated to the training of urban educators—teachers, administrators, counselors and other personnel—who provide creative leadership to schools and community agencies. The School of Education works closely with the Milwaukee Public Schools to increase the diversity of the teaching force and to help certify teachers in high-demand fields such as special education, bilingual education, early childhood education, mathematics and science. The School of Education also develops leaders to work in social service agencies, government, business and industry. Degree offerings include nine undergraduate majors, six master's, and 14 doctoral specializations. In addition, the School has five certificate programs, many of which are collaboratively designed to meet the professional needs of Milwaukee and the surrounding communities. The graduate program in elementary education was ranked 16th nationally in the *U.S. News & World Report* 2004 rankings. The School has received more than \$7 million in grant funding during the past year to support research and instructional activities.

School of Information Studies (SOIS)

Offering a bachelor's in information resources (BSIR) and a master's in library and information science (MLIS), SOIS promotes the highest levels of research and learning in the information professions. In a recent study of similar programs nationwide, the SOIS faculty ranked 5th in scholarly productivity and the MLIS degree was listed among the top 20 in the most recent *U.S. News & World Report* ranking of such programs. SOIS delivers the MLIS in a traditional mode as well as in a completely online format—one of only 10 online MLIS degrees in the country. Additionally, students may earn certificates of advanced specialized study or, in cooperation with other academic units at UWM, gain access to interdisciplinary Ph.D. programs with significant attention given to aspects of information studies. SOIS is equally committed to the education of information professionals for the initial attainment of professional and educational qualifications

and lifelong learning. The SOIS faculty and staff take pride in the development of quality programs that have attracted highly qualified, diverse students who have established careers in all facets of the information professions. BSIR graduates bring a comprehensive knowledge of information technology to a wide array of positions, in and out of the technology fields, including positions in government agencies, corporations, associations, and entrepreneurial information technology firms. MLIS graduates are leading professionals in libraries, record centers, archives, government agencies, educational institutions, and information industry. Graduates provide information services locally, regionally, nationally, and internationally. Several have pursued doctorates and now serve as administrators or educators who now are responsible for cultivating new generations of professionals.

Across its schools and colleges, UWM has built its academic programs around the theme of integrated teaching and scholarship. The same faculty members who provide the foundation for its master's and doctoral programs regularly teach and work with undergraduates.

Figure 1. Academic Program Array¹

School/College	Bachelor's Degree	Master's Degree (Graduate School)	Specialist	Doctoral Degree (Graduate School)
Architecture	1	2	—	1
Arts	12	5	—	—
Business Administration	7	2	—	1
Education	4	5	1	1
Engineering & Applied Science	2	2	—	2
Health Sciences	6	5	—	1
Information Studies	1	1	—	—
Letters & Science	46	23	—	13
Nursing	1	1	—	1
Social Welfare	2	2	—	—
Total	83	48	1	20

¹ Note that the degree count differs from UWM's Organizational Profile submitted to NCA in August 2004. This list includes the recently approved B.A. in Women's Studies, the multidisciplinary Ph.D., and the recently authorized Ph.D. in Medical Informatics. Also, note that the Bachelor of Arts in Global Studies, Master of Human Resources and Labor Relations and the Master of Public Administration (all jointly offered by SBA and L&S) are counted only once.

UWM offers 85 undergraduate, graduate and post baccalaureate certificate and nondegree opportunities and is home to outstanding academic centers, institutes and laboratory facilities. The centers, with worldwide reputations for leadership in research, concentrate on such areas as architecture and urban planning, business competitiveness, chamber music, gravitation and cosmology, Great Lakes studies, professional theater training, surface studies, teacher education, and twenty-first century studies. UWM provides noncredit instruction and technical assistance services to more than 40,000 people annually through the School of Continuing Education.

UWM Libraries

The UWM Libraries is an integral component of the academic life of the University. As the second largest research collection in Wisconsin, UWM Libraries consist of centralized information collections and resources for all of the UWM colleges, schools, departments, and programs. The UWM Libraries welcomes several hundred thousand

visitors annually, and in 2003-2004 loaned more than 250,000 items to other libraries. The library building is open 96 hours per week, with reference service available 76 hours per week while classes are in session. Both research and curricular needs are important to the development of the UWM Libraries collections, which contain over five million cataloged items. Currently, faculty liaisons work with librarians to communicate departmental needs. This professional relationship builds and maintains a well-developed collection. Addition of materials to the Libraries' collections occurs two ways; about two-thirds of the monographic purchases are acquired through automatic acquisition plans established in consultation with faculty liaisons. The remainder of monographs added to the collections is acquired at the request of faculty members; such requests are given high priority, and ordered as funds permit. Serials subscriptions have been rigorously evaluated due to enormous increases in serial subscription costs. UWM Libraries is a 60 percent selective U.S. Federal Depository Library. Federal government resources are received in various formats, including paper, microfiche, CD-ROM, DVD, and via the Internet. Most of the Federal and all Wisconsin State documents are included in the online catalog.

Several outstanding research collections are especially noteworthy at the UWM Libraries. The largest of these is the American Geographical Society Library. The AGSL, one of the largest geography libraries in the world, houses a vast number of historical and detailed maps, many rare and valuable books, research and technical reports, photographs, satellite images, digital data, and relevant serials. The University Archives consists of the Milwaukee Area Research Center, the UWM Manuscript Collection, and records of the University. The Archives contains historical resources from Milwaukee and southeastern Wisconsin, including private papers from individuals, records from businesses and organizations as well as records from UWM. Special Collections supports a broad range of research and teaching activities in the arts, humanities, and social sciences, and includes the UWM Authors' Collection. Beginning in the summer of 2001, selected local photographic collections have been digitized as part of the *University of Wisconsin Digital Collections* (UWDC) to provide quality digital resources from the UW academic libraries to faculty, staff and students, citizens of the state, and researchers, worldwide. Additional library collections at the UWM Libraries include those of the Curriculum Library, Multimedia Library and the Music Library. The UWM Curriculum Library provides resources and services to students and faculty in education and school library media programs. The UWM Multimedia Library is a growing collection of VHS videotapes, DVDs, laserdiscs, audio books and CD-ROMs supporting many disciplines. The UWM Music Library is the second largest collection of music-related materials in Wisconsin.

Strong academic and public services provided by the Libraries increases the likelihood of a successful student experience and promotes research at the University of Wisconsin–Milwaukee. The

UWM Libraries Research and Instructional Support Department (RIS) provides reference assistance, instructional services, and *advice* in the use of library materials and collections. Reference assistance is provided in person, by telephone, e-mail and via instant messaging. The UWM Libraries instruction program educates more than 10,000 students through 600 class sessions each year. A Multicultural Studies Librarian develops and coordinates diversity initiatives for the Libraries.

The UWM Libraries is committed to technological innovations to provide access and services to its users. The UWM Libraries participates in UW System Borrowing, which enables library users with a valid UWM ID to request and borrow from, and return materials to, any library within the UW System. Supplementing the physical collection, UWM Libraries provides access to more than 17,000 online journals and 12,000 electronic books. In recent years, library distance education services have increased substantially and are meeting users' needs by providing remote online access to the majority of our databases including full-text access to online journals. Items that the UWM Libraries does not own may be electronically obtained via the Interlibrary Loan service. Course Reserve services have expanded exponentially due to the technological advances of Electronic Reserve. The RIS department participates in the *Ask Wisconsin* library chat service, soon to be expanded for a trial period, to 24/7 availability, and has also developed several interactive library tutorials. Recently, the UWM Libraries was added to PROWLnet, the campus-wide wireless network, which enables users to access Internet resources while engaged in library research.

Finally, the Libraries' physical environment has recently become more welcoming with the addition of an inviting "gathering place" for group study, conversation, or individual contemplation, over a cup of coffee and a snack.

Students

UWM's student population is the second largest in the UW System. Enrollment patterns suggest that UWM is the campus of choice for many Wisconsin residents; the number of new students applying only to UWM within the UW System recently increased 18 percent. Total UWM enrollment for the fall of 2004 is 27,208. Of these, 22,655 are undergraduates and 4,554 are graduate students.

UWM is the second largest graduate degree granting institution in the state, with 3,114 master's students, and 898 doctoral candidates as of fall 2004. UWM students have earned prestigious awards from institutions such as the Ford Foundation, the National Science Foundation, the McNair Program, and the Big Ten Consortium for Institutional Cooperation. UWM also provides internal funding for graduate students as dissertation fellows and project, research and teaching assistants. Many of UWM's former graduate students are

employed by universities and colleges, government agencies, and research institutes, and play important roles in the business sector.

Students at UWM are somewhat older than those at the usual residential campus; many are first generation college students; most are employed, and significant numbers have family responsibilities. Of the students who receive the baccalaureate degree in a typical year, fewer than 15 percent follow the “traditional model,” beginning as UWM freshmen and continuing as full-time students until graduation. Nearly half the graduates transfer to UWM during their undergraduate years.

Within the UW System, UWM plays a central role in providing academic opportunities for students of color. In the 2003-04 academic year, while UWM enrolled 16 percent of all students in the UW system, UWM’s proportion of enrollment of students of color in the system is twice that at the undergraduate level (32% of all undergraduate students of color in the UW System) and more than twice at the graduate level (37% of all graduate students of color in the system). Additionally, to the graduating class of 2002-03, UWM awarded one third (33%) of all bachelor’s degrees and more than half (52%) of all master’s degrees awarded by the UW System to African American students.

More than half of UWM’s undergraduate students come from southeastern Wisconsin and commute to campus. Most of these students find jobs in the area following graduation and enjoy an excellent reputation with local employers. Many graduates play prominent roles in the city’s business and professional life as well as serving as elected and appointed officials.

Finance and Facilities

UWM is a public institution that operates within the state of Wisconsin’s two-year, biennial budget cycle. UW System negotiates its budget with the executive and legislative branches of state government. When new funds are either projected or made available to campuses, budget building starts at the department/college level with recommendations forwarded to the Provost and Vice Chancellor for review and final approval by the Chancellor. UW System administration and the Board of Regents then review, approve and forward the System budget to the Governor. Legislative review and passage, and the Governor’s approval, precede the finalized budget.

The University’s current operating budget of \$429.4 million includes \$38.1 million for research and \$115.4 million in federal aid, grants, and contracts, and supports a total workforce of 4,307 employees, including 777 faculty, 496 instructional academic staff, 934 administrative staff, 952 graduate assistants, and 1,148 classified personnel. State support for the institution increased for the first four of the past five years, but declined from \$137.7 million to

\$126.3 million in 2003-04. A significant increase in tuition (18%) was approved to offset a portion of the reduction.

The campus has 68 buildings totaling more than 5.3 million square feet. An aggressive \$130 million building program over the last decade provided new facilities to support academic programs in business, architecture, performing arts and the sciences, as well as student housing. Construction totaling \$53 million is underway for biological sciences renovation and the Klotsche Center addition, which will provide additional space for intramural and recreational activities, the Physical Therapy and Sports Medicine (Athletic Training) programs, intercollegiate athletics and parking.

The University has outstanding facilities and collections that support its academic programs. For example, the Schools of Architecture and Urban Planning and Business Administration are housed in state-of-the-art buildings. The Great Lakes WATER Institute provides excellent facilities and support for freshwater research and protection. The Helene Zelazo Center for the Performing Arts has become one of the region's premier performance spaces.

The main campus, sometimes referred to as the Kenwood campus, is compact, with all buildings within easy walking distance of each other. On the north end of campus is an 11-acre nature conservancy, the Downer Woods. Near the Kenwood campus are the Alumni House and Hefter Conference Center. Several other UWM facilities not adjacent to the main campus are:

Kenilworth Building

An historic factory building located one mile south of campus that houses Physical Plant Services, Central Services and Peck School of the Arts faculty and graduate student research space for the departments of Visual Art and Film. Currently, plans are underway to redesign the building to include faculty and graduate research labs and presentation space for all departments of the Peck School of the Arts, while adding a significant amount of student housing, additional parking, and retail space on the ground floor.

School of Continuing Education

Located in downtown Milwaukee, this facility houses non-credit program, outreach, and conference operations. Situated in the same building is WUWM, Milwaukee's National Public Radio affiliate, which is managed by the College of Letters and Science.

UWM Field Station

Approximately 30 miles north of campus is the Field Station, a College of Letters and Science research unit situated in a scientifically significant property of approximately 300 acres. It is adjacent to the 2,500 acre Cedarburg Bog, an experimental ecological reserve. The UWM Field Station conducts highly regarded research in conservation and ecology.

The Great Lakes WATER Institute

A UW System Regents Center of Excellence, the Institute, located on Lake Michigan, houses the UWM Center for Great Lakes Studies; the National Institute of Environmental Health Sciences, Marine and Freshwater Biomedical Sciences laboratories; and some Wisconsin Department of Natural Resources offices and laboratories. WATER has its own 70-foot research vessel, R/V Neeskay, which operates on Lake Michigan.

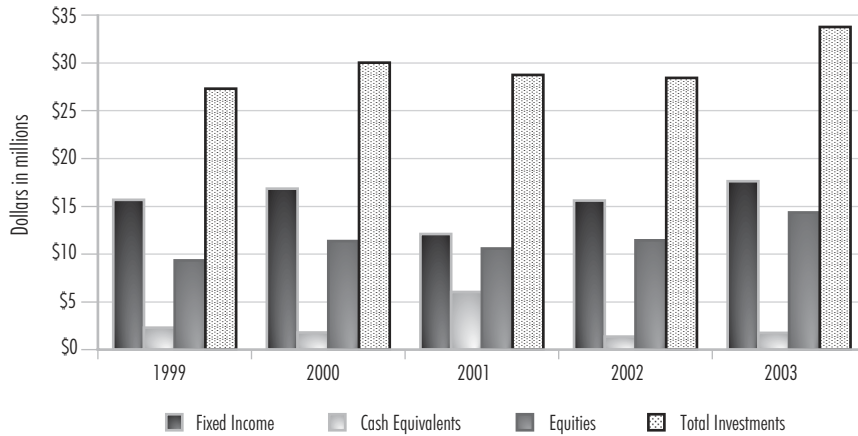
Athletics

The mission of the athletics program is to provide a positive Division I experience for all student-athletes and to create an atmosphere of institutional pride for all students, community members, and alumni. UWM has moved into a prominent position both regionally and nationally in NCAA Division I athletics. Numerous teams have earned League Championship honors and have participated in the NCAA Division I tournaments each year. The enthusiasm, pride, and support of the athletics program have grown each year since moving to Division I. The University's student athletes—seven women's and eight men's teams—compete in 15 varsity sports. Over the last five years, UWM has earned 40 regular season and tournament titles in a variety of men's and women's sports. During that same period, UWM landed NCAA tournament berths in baseball, women's volleyball, and both men's and women's soccer and basketball. Many athletes are also successful scholars. Forty-four were named to the Dean's list in each of the last two semesters, 90 were on the Horizon League's Academic Honor Roll last spring, and the women's basketball team had the fourth highest GPA nationally last year. The athletic program was certified by the NCAA in 1999.

Development

Alumni of the University of Wisconsin–Milwaukee are heavily concentrated locally; 75 percent of graduates stay in Wisconsin, about 60 percent of them remain in the greater Milwaukee area. As the only major public four-year institution in the region, the University has an extraordinary impact on the local community. There are few people

Figure 2. UWM Foundation Investments at Market Value



in southeastern Wisconsin without some direct or indirect connection to UWM. The Deans have drawn on this network of relationships by establishing advisory councils in the schools and colleges. The University's Alumni Association connects with its 9,000 members by offering an Alumni College, a UWM Connections program, and numerous sponsored activities throughout the year in Milwaukee and other locales.

The Office of Development cultivates relationships with prospective donors and coordinates its work with the UWM Foundation. Formerly decentralized, the University's fund-raising infrastructure has become more unified. Most school/college-affiliated gift officers work together in one office.

Established in 1974, the UWM Foundation raised \$17 million in 2003-04, surpassing previous yearly totals by \$3.3 million. In addition, a 9 percent increase made it the best year for alumni giving. The number of planned-gift commitments also increased approximately 18 percent. UWM's endowment is currently \$38 million. An additional \$7 million is in UW System Trust funds. In 2004 a one-year scholarship campaign was begun and completed, which raised \$6.3 million, exceeding the goal of \$5 million.

UWM is preparing for its first capital campaign. A feasibility study has been conducted and its recommendations (consolidation of the campus development efforts to emphasize major gifts, upgrading the annual giving programs and technology, management reports, database screening, and contracting with a campaign consultant) are being implemented. With campaign preparation continuing, the Chancellor has spent his first several months in office taking his message to donors and the community. He has successfully recruited the first campaign chairs and an honorary chair. The broad themes of the \$100 million campaign have been established: Capital Improvements and Equipment, \$50 million, Building the Faculty Base for the 21st Century, \$25 million and Providing Access and Opportunity for Students, \$25 million.

Toward an Exceptional Future

The University of Wisconsin–Milwaukee is a vital and distinctive public university that maintains a high-quality academic program supported by outstanding faculty and academic staff. The University provides a positive culture that supports students and their learning. UWM’s strong programs in basic and applied research demonstrate a robust commitment to the city of Milwaukee, its surrounding region, and the state of Wisconsin. UWM seeks to enhance its reputation as a premier research university focusing on engagement with its community while providing excellent teaching, learning, scholarship and research.

As UWM anticipates its future, the institution and its stakeholders can build upon two initiatives put in place over the past few years:

- The Milwaukee Idea seeks to forge lasting community-university partnerships within the Greater Milwaukee area. It brought together hundreds of people from the community and the University to identify and implement critical projects. These partnerships focus on teacher preparation and enriched urban classrooms, healthy communities, cultural diversity, and economic development.
- *Investing in UWM’s Future* is a long-range Investment Plan to strengthen UWM’s position as a premier research university. Endorsed in 2000 by all governance groups within the University, the plan outlines major new intellectual and capital investments needed by UWM. These investments seek to focus and strengthen the core activities of teaching, research, and service.

These initiatives and others express the University’s vision, focus, and momentum. Now, the opportunity and challenge is to chart the next stage in UWM’s ascent as a preeminent research university focused on linking research and teaching to the region’s economic, cultural and intellectual needs in the 21st Century.

