EXECUTIVE SUMMARY

The theme of this report is that an enhancement in the 3 E’s – Education, Environment and Health, and Economic Development – is the key to economic health and improved quality of life for Wisconsin residents. UWM is uniquely positioned for growth that will benefit all of the citizens of Wisconsin. Located in Southeastern Wisconsin, the economic hub of the state, UWM is a rising star among campuses nationally, having grown into a premier research institution in the past 50 years. UWM is a destination campus that contributes to Wisconsin’s “brain gain” and is a powerful community partner. UWM’s influence has been augmented by the introduction of The Milwaukee Idea, a collaborative approach to the common good that extends university resources far beyond the boundaries of the campus.

EDUCATION

UWM is broadening its access to students across the state through expanded partnerships with the UW Colleges, the Wisconsin Technical College System, and other UW four-year campuses, as well as through increased online and distance-learning opportunities. With additional investment, UWM and its partners will achieve higher graduation rates in the Milwaukee Public Schools, improved performance by K-12 teachers, and Wisconsin college graduates who are better prepared to succeed in a multicultural, highly technical global economy.

ENVIRONMENT AND HEALTH

At UWM, we are investing in the health of our citizens, our environment, and our communities. UWM will expand its model community-based clinics, providing learning sites for Wisconsin’s future health care workers, and its research in environmental and public health. The UWM WATER Institute and Freshwater Initiative will continue to build on UWM’s expertise in fresh water, and the UWM architecture and urban planning programs will improve the physical environment of UW campuses, nearby neighborhoods, and Wisconsin’s urban centers. With additional investment, UWM and its partners will achieve improved accessibility and affordability of health care, improved water quality and natural-resource management, and high-quality, low-cost housing.

ECONOMIC DEVELOPMENT

UWM is thinking broadly and acting boldly to prepare Wisconsin’s work force for a global economy. Its Global Passport Project is a major UW System initiative led by UWM to “internationalize” the curriculum, faculty, student body, and off-campus partnerships. UWM’s Technology Partnership Services brings the power of an urban research university to Wisconsin’s private sector through high-tech incubators that will expand the state’s existing commercial and industrial base. With additional investment, UWM and its partners will achieve successful transfer of technological innovations to existing and start-up state businesses, a well-trained work force to help expand Wisconsin’s economic base, and balanced economic development throughout Wisconsin, including underserved communities.
AN INVESTMENT IN UWM IS AN INVESTMENT IN WISCONSIN

In 1955, when Governor Walter Kohler signed the bill establishing the University of Wisconsin–Milwaukee, he said these prophetic words: “UWM has unimaginable potential, not only in Milwaukee, but also in the entire state.” UWM is positioned to contribute significantly to Wisconsin’s progress in improving education, promoting the health of its environment and citizens, and developing its economy. Now is the time for a major investment in UWM – an investment that will yield compounded returns to the quality of life in Wisconsin.

The time to invest in the future of UWM – and the future of Wisconsin – is now:

• **UWM is committed to aggressive growth.** UWM is poised to fully implement action plans and pilot programs designed with literally hundreds of our community, corporate, and educational partners. Through the lengthy and intense process that led to the creation and endorsement of UWM’s internal blueprint for growth, “Investing in UWM’s Future,” the UWM community has signaled its collective commitment to aggressive growth. This commitment builds on UWM’s exemplary record of creative discovery and scholarship, exemplary teaching and learning, and collaborative outreach and engagement.

• **UWM’s ideas will benefit all of Wisconsin’s citizens.** The Milwaukee Idea has established UWM as a university engaged with its community, identifying together those issues we have the capacity to address effectively and applying our great interdisciplinary strengths to solutions. By funding UWM’s key initiatives with a $25 million base budget increase over the next two biennia, the State of Wisconsin is investing in collaborations to synergistically produce real and meaningful improvements for Wisconsin.

• **UWM is investing in itself.** By matching $2 for every $1 of new GPR requested, we are carrying our own financial weight. The collective UWM community is committed to generating $50 million in extramural support, tuition revenues, gift funds, and reinvestments to match UWM’s request for a $25 million infusion of new GPR from the State of Wisconsin over the next two biennia. In return, UWM, within six years, will be one of the top 100 research universities in the nation, recognized as a national model for engaged universities contributing to sustainable cities and robust regional and state economies.

• **UWM’s vitality is pivotal to Wisconsin’s economic growth.** An investment in UWM now will allow Milwaukee and Wisconsin to experience what metropolitan areas across the country have experienced – that partnering with research universities in their communities revives the area’s and the state’s economic vitality. As cited in The New York Times on October 9, 1999, the Milken Institute study found that high-tech activity can explain 65 percent of the difference in economic growth among various metropolitan regions during the 1990s. The Institute found that “research centers and institutions are undisputedly the most important factor in incubating high-tech industries. These institutions, experts say, provide nearby companies streams of cutting-edge knowledge as well as streams of smart labor.” As other states have demonstrated through investments in their research institutions, an investment in UWM – Wisconsin’s premier public urban research university – will yield significant results.

“**The school [UWM’s School of Architecture and Urban Planning] has been an important incubator for once-seemingly fanciful ideas that have become brick-and-mortar reality, or will be soon.**”

- Milwaukee Journal Sentinel

“**My teaching methods are driven by the philosophy that students learn by doing. In my classes they participate in demonstrations, discuss class materials in small and large groups, write and present papers, and collaborate with classmates. These activities help them gain knowledge while developing valuable skills, such as how to write, think critically, and reach conclusions.**”

- Diane Reddy
Associate Professor of Psychology
THE CENTRAL ROLE OF UWM IN THE REGION AND THE STATE

SOUTHEASTERN WISCONSIN: KEYSTONE OF THE BADGER STATE

The crucial importance of Southeastern Wisconsin – in particular the Milwaukee metropolitan area – to the educational, environmental, and economic well-being of Wisconsin has been well documented. Southeastern Wisconsin is home to 35 percent of the state’s population, 52 percent of its publicly traded corporations, 33 percent of its employers, and 36 percent of its employees.

THE UNIVERSITY OF WISCONSIN–MILWAUKEE
A Rising Star

In just 50 years the University of Wisconsin–Milwaukee has experienced enormous growth. In that time, UWM has grown...

...from 5,000 to 23,000 students;

...from a teachers’ college to a university granting 146 baccalaureate, master’s, and doctoral degrees, as well as more than 50 certificates, across liberal arts and professional majors;

...from a regional to an international institution;

...from an outgrowth of UW Extension to an urban research university with nationally ranked programs.

As UWM enters the new millennium with accomplishments that belie its age, it is well on its way to developing its potential as a premier urban research university. UWM is poised to lead partnerships to achieve a high quality of life for the citizens of both metropolitan Milwaukee and the State of Wisconsin.

A Premier Research University

UWM’s internationally renowned faculty provides students with a comprehensive liberal arts and professional education at the undergraduate and graduate levels. Through the university’s 11 schools and colleges, the faculty and staff, some 3,000 strong, offer 81 undergraduate degree programs, 48 master’s programs, and 17 doctoral programs. Regional and state enterprises are keenly aware of the benefits of a research university in Milwaukee. Faculty and staff share their expertise generously to enable enterprises to succeed, whether by improving management strategies or by sharing research relevant to success. Our graduates transfer expertise gained in laboratories, clinics, and seminars to their careers with Wisconsin corporations, thereby tying cutting-edge research to practical applications. For example, it was a UWM graduate student who identified Cryptosporidium as the culprit in Milwaukee’s deadly drinking-water crisis, and she did so by applying a technique learned in her UWM laboratory work to her work in a laboratory position with West Allis Memorial Hospital.

A Destination Campus

UWM draws well from many of the top high schools in the state, including those in our own “backyard.” In 1999, for example, UWM topped all other UW System institutions in enrolling students from Milwaukee Public Schools as well as Shorewood, Whitefish Bay, and Mequon’s Homestead high schools. UWM also consistently ranks first in Wisconsin as the favored transfer destination, attracting the highest number of transfer students from other four-year UW institutions, UW Colleges, Wisconsin technical colleges, and Wisconsin private colleges.

UWM is a diverse institution. It is responsible for 44 percent of the total number of UW System bachelor’s degrees conferred on African American graduates, and enrolls more than 3,800 students of color - 1,000 more than the number enrolled a decade ago.

“The Milwaukee Idea is nothing less than to change forever the quality of our life together, by joining the urban renaissance of Milwaukee. It’s not us serving the community. It’s not the community serving us. It’s the notion of together building a community and university that invest in the people of Wisconsin.”

- UWM Chancellor Nancy L. Zimpher
Address to the UWM Faculty, October 1998
A Powerful Community Partner

J. Martin Klotsche, UWM’s first chancellor, believed that UWM existed to help give new meaning to the quality of urban life. He believed that the university would “find strength in its urban setting.” Klotsche’s vision has been fulfilled through the years by the countless faculty, staff, and students who have helped weave the fabric of the state’s largest city. They have sung in its concert halls, served on its planning boards, advised its policymakers, mentored its youth, treated its sick, challenged the powers that be, and prepared its leaders. Through these efforts, the university has grown as a powerful partner in the life and livelihood of the community.

The Cultural Backbone of Southeastern Wisconsin

UWM has had an enormous influence on the arts in the greater Milwaukee community over the past 35 years. Our graduates permeate nearly every arts organization in the city, as well as Milwaukee’s public and private schools. These organizations range from important community institutions such as the Milwaukee Symphony Orchestra and the Milwaukee Art Museum to grassroots groups such as the Ko-Thi Dance Company and Theatre X. UWM has not only made significant contributions to the health and well-being of Milwaukee’s cultural climate, it is currently training the artists and arts educators of the future, as well as those who will support the arts by attending local arts events and contributing to Milwaukee arts organizations.

A “Brain Gain” University

In a state that suffers from a “brain drain” of its college graduates out of state, UWM is unique in Wisconsin in that it contributes to the state a net gain in college graduates who reside and work here. Ninety percent of the Wisconsin high school students who graduate from UWM live and work in Wisconsin. Added to these are the 75 percent of graduates who come to UWM from out-of-state high schools and who now live and work in Wisconsin. In the past 10 years, UWM has attracted 22,438 high school graduates from Wisconsin’s educational system and has produced 22,491 college graduates who live and work here – clearly a “brain gain” for the State of Wisconsin.

THE MILWAUKEE IDEA

The Milwaukee Idea builds on UWM’s rich past, a legacy of tremendous capacity for creative discovery and scholarship, exemplary teaching and learning, and collaborative outreach and engagement. The essence of The Milwaukee Idea is to foster a pervasive, powerful interaction between those on campus and those in the community that benefits both parties. The Milwaukee Idea grows from the Wisconsin Idea, developed in the mid-1800s by state leaders who proclaimed, “The boundaries of the university are the boundaries of the state.”

The Milwaukee Idea takes this legacy into the 21st century by creating a vision and a process for ongoing campus/community collaboration. The Milwaukee Idea has already begun to generate transforming ideas that address issues of education, economics, and the environment; new ways of learning in a vibrant urban center; and opportunities for connecting students and faculty to the world.

The Milwaukee Idea is an attitude – a “can do” assurance that UWM will, with its partners, take on seemingly intractable problems and collectively commit our resources and time to create solutions. With additional investment, UWM and its partners will achieve results essential to the quality of life in Wisconsin.

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“As an intern for the Historic Third Ward Association, I worked on history projects with nonprofit organizations and businesses. It helped me sharpen the research and communication skills that are now so important in my history consulting business.”

- Sara Filzen
MA History, 1998
E³ = QUALITY OF LIFE

EDUCATION

ENVIRONMENT AND HEALTH

ECONOMIC DEVELOPMENT

UWM enters the new millennium as a leader, poised to make important contributions to the education, environment, health, and prosperity of the people of Wisconsin.

Students who study here will have an opportunity to become culturally literate, comfortable with diversity, and ready to take their place in the work force and in an increasingly complex world.

Teachers who train here will take new skills into the classroom and be better able to meet the challenges of educating our children, whether in urban centers or in small towns.

Scholars who conduct research here will work in concert with their colleagues in state and local public health agencies and community organizations to find the solutions to such pressing health issues as childhood asthma, air pollution, and the preservation of fresh water across the state and around the globe.

Partnerships will flourish here. UWM will forge collaborations with business and industry in Milwaukee and beyond, with community organizations, with other academic institutions – partnerships through which technology will be shared, a skilled work force will emerge, and prosperity will grow.

THE 3 E’S → ECONOMIC GROWTH → QUALITY OF LIFE

SOUTHEASTERN WISCONSIN HAS

• 40 percent of the state’s population

• over 54 percent of the state’s registered patents

• 40 percent of the wages paid in the state

“The people of the greater Milwaukee region are determined to take charge of their future. They see a major doctoral research university as a powerful and necessary resource to help them achieve that future.”

Jack Pelisek, Chair, community task force that produced the report, “UWM and the Future of Metropolitan Milwaukee,” 1986
EDUCATION
A KEY TO ECONOMIC HEALTH

IDEA
Fundamental to the future of Wisconsin and the region is quality, accessible education for its citizens. The State of Wisconsin can be very proud of its many achievements in education. The University of Wisconsin System and the Wisconsin Technical College System are national models for quality, coordination, and access. K-12 students across the state consistently score in the upper percentiles on nationally normed tests. UWM has aided significantly in this effort by bringing the scholarship and professional expertise of a research university to bear on critical education issues.

Yet the comprehensive excellence that this state should be demonstrating is far from achieved, in particular concerning the Milwaukee Public Schools (MPS). Addressing existing needs is a collective challenge that can only be undertaken as a complete and total Wisconsin effort. It must be done in full partnership, the kinds of partnerships established in The Milwaukee Idea. We need holistic strategies through which our urban research university, our urban school district, our social service and health agencies, and our local and state government join forces. UWM is a pivotal partner in bringing about this positive change.

A Record of Excellence
UWM has long emphasized knowledge creation that can benefit urban teachers and students in the Milwaukee Public Schools. Among its key programs are:

K-12. The Milwaukee Partnership Academy is a community collaboration among UWM, MPS, Milwaukee Area Technical College, Milwaukee Teachers Education Association, the Private Industry Council, Ameritech, and the Metropolitan Milwaukee Association of Commerce. Through this partnership, $25 million has already been granted for programs to prepare youth from low-income families for college, improve teacher preparation and retention, help teachers use technology in the classroom, and increase the diversity of incoming teachers.

Student Access. UWM’s commitment to facilitating access to higher education is demonstrated through a variety of efforts, including a broad array of 146 degree programs; extensive evening, summer, and winter break programming; off-campus and online delivery; support services for all culturally diverse groups of students; and articulation agreements with the UW Colleges and Wisconsin Technical College System.

Curriculum. UWM students value the curriculum of a faculty actively engaged in research, as well as the close ties of our programs to Milwaukee’s professional communities. Regional and state enterprises are keenly aware of the benefits of a research university in Milwaukee.

The Milwaukee Idea puts a face on what UWM is and does. It’s a distillation of 146 academic programs, the expertise and work of 3,000 faculty and staff, and the energy and optimism of 23,000 students in credit programs, joined by another 30,000 in noncredit programs.

“I was 21 years old and working in a factory when I transferred to UWM. I wanted to become a psychologist because I enjoy understanding human motivation and behavior, something that has helped me as CEO of a company that employs 4,200 people.”

- Joseph L. Delgadillo, President and Chief Executive Officer, M&I Data Services
BA Psychology, 1977
• Wisconsin ranks 28th among states for the percentage of its population aged 25 years or older with a four-year degree - well behind Minnesota (7th) and Illinois (19th).

• While the Milwaukee metropolitan area as a whole exceeds this rate (at 24 percent), the City of Milwaukee lags behind at 18 percent.

• Only 50 percent of the ninth graders in the Milwaukee Public Schools graduate from high school.

• MPS needs 1,000 new teachers each year; 50 percent of new teachers quit within three years.

• Over 85 percent of MPS’s 6,700 teachers have technology skills that rank in the lowest two levels on the Milken Exchange on Education Technology Survey.

**EDUCATION CONTINUED**

**INITIATIVE**

At UWM, we are “opening our doors wide,” broadening access to the university to students within the Milwaukee area and throughout the state. UWM will expand partnerships with the Milwaukee Public Schools (MPS), the UW Colleges, the Wisconsin Technical College System, and other UW four-year campuses. Combined with increased online and distance-learning opportunities, this investment in education will give Wisconsin citizens the opportunity to gain the educational tools necessary in today’s economy.

**K-12**

Investments in the Milwaukee Partnership Academy and other educational collaborations will:

• Expand pre-college programs, currently serving 2,000 MPS students each year, to engage 10,000 students each year.

• Double the number of teachers each year who are well prepared - culturally, academically, and technically – for successful urban teaching experiences. This will be done through paraprofessional and internship programs and mentoring programs within schools.

• Expand opportunities for advanced high school students to earn college credit through support of Advanced Placement teacher development in MPS and development of the UWM Summer Academy for high school students.

**Student Access**

“Opening our doors wide” will:

• Expand UWM to 30,000 students to meet increasing demand. This will involve adding faculty/staff positions to respond to professional and market needs, increasing accelerated and online programs and establishing satellite sites, and expanding academic advising to ensure quality services while enrollments grow.

• Expand UWM’s reach through collaborative programming with the UW Colleges, the Wisconsin Technical College System, UW four-year institutions, and Milwaukee-area colleges and universities.

• Use state dollars to enhance private scholarship support for low-income students.

**Curriculum**

Enhancing the curriculum will:

• Feature an initial investment from The Milwaukee Idea. Cultures and Communities is an optional core curriculum emphasizing cross-cultural literacy, interdisciplinary study, and community engagement. International Affairs/Global Passport is a major UW System-wide initiative led by UWM to “internationalize” the curriculum, faculty, student body, and off-campus partnerships.

• Establish an Undergraduate Research Opportunity Program across the campuses to enhance undergraduate participation in faculty/staff research, and expand Honors programming to challenge high-achieving students.

• Ensure that UWM graduates have the technical skills necessary for career success through innovative information-technology programs.

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IMPACT

UWM’s contributions to education will have a profound impact not only on today’s students but on students for generations to come. As the most racially diverse portion of the State of Wisconsin, the greater Milwaukee area has the unique capability to demonstrate the positive economic and social developments that can take place in a heterogeneous setting. Educational improvement in the region, particularly in the Milwaukee Public Schools (MPS), will result in more graduates, a better-prepared workforce, additional candidates for the UW System, and a more knowledgeable and involved citizenry.

The Milwaukee Idea embodies a sense of partnership that will result in the alignment of MPS and UWM in ways that have not been fully developed in prior years. Through the academic and social stimulation of pre-college students, UWM and the rest of the UW System should increase the enrollment of students of color in undergraduate and graduate programs. The result will be a reduction in the economic disparities that currently exist, as well as a heightened sense that the city and state are attractive places to live and work for citizens of all races and backgrounds.

More specifically, investment in the Education initiatives will result in the following:

• UWM’s instructional capacity will increase from 23,000 to 30,000 students from across the state.
• UWM’s pre-college programs will expand from the current 2,000 MPS K-12 students per year to 10,000. Currently, more than 90 percent of students enrolled in these programs go on to attend college; we expect this trend to continue.
• The diversity of graduates from the UW System will increase.
• Wisconsin college graduates will be better prepared to succeed in a multicultural, highly technical global economy. For example, the number of UW System students with study-abroad experiences will double, as will the international student population at UWM.
• UWM will continue to grow as a destination campus that attracts students from throughout the state.
• The number of teachers prepared for urban and other K-12 districts will double.
• The retention rate of urban teachers will be comparable to that of other major professions.
• The diversity of the MPS teacher workforce will better reflect the diversity of the MPS student body.

Over 70 percent of UWM students also work in the area while attending classes. Many of these are working as part of our myriad and highly regarded co-op and internship programs.

“During high school, I never knew Indians went to school. When I transferred to UWM, I found a large core of Indian students. My studies included a lot of anthropology and social science courses, which served me well in my career.”

- James Schlender,
  Executive Director,
  Great Lakes Indian Fish and Wildlife Commission
  BA Social Science, 1974
Preventable hospitalizations cost the State of Wisconsin $250 million each year.

Projections point to critical shortages of health care workers in the years to come.

Wisconsin, despite its world-class medical technology infrastructure, lacks a coordinated health system, resulting in poor immunization rates, soaring incidence of preventable illnesses, and unacceptable rates of adolescent pregnancy, child abuse, domestic and street violence, and substance abuse.

Milwaukee’s infant mortality rate is increasing and is higher than that of New York City.

Milwaukee children are five times more likely than the average American child to be exposed to lead and be at risk for lead poisoning.

Energy supplies worldwide are finite; use of fossil fuels generates carbon dioxide, a significant source of greenhouse gases that may be accumulating and causing global climate changes. The use of fossil fuels is also a major contributor to poor air quality in Southeastern Wisconsin.

ENVIRONMENT AND HEALTH
A KEY TO ECONOMIC VITALITY

IDEA
A state that can sustain its economic vitality and quality of life is one that can ensure affordable high-quality health care while preventing disease and promoting health, can protect and restore its natural resources and environmental quality, and can provide homes and communities that are safe, affordable, and attractive.

Wisconsin gets high marks in all of these areas. The state has been well served by the advances in medicine and biotechnology enabled by the work of the faculties of its two great research universities and the Medical College of Wisconsin. We are blessed with fresh water, with the Great Lakes containing one-fifth of the world’s supply. And attractive, well-designed homes and communities can be found throughout the state. There are, however, areas of urgent need that present opportunities to use public funds more efficiently and to significantly improve the quality of life for all Wisconsin citizens.

A Record of Innovation
For the last several decades, UWM has established and maintained outstanding programs to promote a “state of good health” in Wisconsin. These include:

Environmental and Public Health. Important research and practice-based demonstration projects utilize unique collaborative models that link community practitioners with university scholars. Among these efforts are four community nursing centers serving vulnerable families, and the Marine and Freshwater Biomedical Sciences Center, with a 20-year track record in basic research. Added to this is Healthy Choices, launched as one of the “First Ideas” of The Milwaukee Idea, in conjunction with UWM’s nationally recognized Center for Addiction and Behavioral Health Research, that supports healthy choices in substance use and behavioral health.

Environmental Resources. UWM’s WATER Institute has sponsored research projects ranging from sustaining fish populations and controlling nuisance algal growth to preventing water contamination from metals, contaminants, and micro-organisms. UWM has also developed effective collaborative projects with units of local and state government and citizen groups concerned with transportation and energy issues.

Community Planning and Design. UWM’s architecture and urban planning programs have had a major hand in a long list of civic projects, including Miller Park, the Midwest Express Center, O’Donnell Park, and the proposal to deconstruct the Park East freeway. UWM faculty and staff have also designed housing for disadvantaged families and persons with disabilities, and studied and promoted fair lending practices.
INITIATIVE
From reducing air pollution to combating childhood asthma, UWM is investing in the health of Wisconsin’s citizens. Some of the university’s diverse research activity and applied programs work to preserve and protect the environment; others address personal health and well-being, in terms of both prevention and treatment.

Environmental and Public Health. To develop new and more effective models of health care delivery, better identification and management of acute and chronic conditions, and targeted health promotion programs for special-need populations, UWM will develop a co-located health research and delivery center to:

- Develop a consolidated model to bring on additional staff and faculty with expertise in the major health issues of Southeastern Wisconsin. This will expand the capacities of UWM health programs to increase graduates in the health professions and ensure expertise in the health issues associated with aging and culturally diverse populations.
- Combine UWM’s breadth and depth in research, teaching, and clinical practice with that of the Medical College of Wisconsin and UW-Madison’s Milwaukee Medical Campus. Early collaborative efforts will include a joint initiative on population health and a joint initiative on health journalism and communication.
- Establish an Institute on Environmental and Public Health to increase faculty research on risk factors prevalent in Southeastern Wisconsin, such as exposure to mercury and lead.
- Develop Healthy Choices to increase the knowledge of professionals working with alcohol- and drug-dependent clients, establish a database/clearinghouse Web site on substance abuse issues, and design K-12 and college courses on behavioral health issues.

Environmental Resources. UWM will build on the scientific accomplishments of the WATER Institute, the Center for Urban Transportation Studies, and the Alternative Fuels Center to:

- Develop the Freshwater Initiative, creating an internationally recognized, interdisciplinary center for scholarship – including research, degree programs, and conferences – on water-related issues.
- Develop energy-conserving designs, as exemplified by The Milwaukee Idea House, which will demonstrate off-the-shelf, affordable construction techniques and mechanical systems to significantly reduce energy consumption for heating and cooling.

Community Planning and Design. UWM is prepared to lead the way in fulfilling Wisconsin’s vision for Smart Growth, including affordable housing, high-quality neighborhoods, and livable communities. Among these efforts will be the Campus Design Solutions initiative, which will design improvements for UWM and other UW System campuses, demonstrate low-cost/high-quality home construction, produce collaborative design projects for community clients, and create designs for persons with disabilities.
The Environment and Health initiative will allow UWM to maintain and enhance its worldwide reputation for research and scholarship in the areas of health care, environmental resources, and community planning and design. The initiative will also facilitate UWM’s ability to provide much-needed expertise and leadership in linking researchers with professionals and policymakers, in both the public and private sectors, to address critical problems. This linkage promises to facilitate real change that will contribute to a “state of good health” in Wisconsin.

More specifically, investment in this initiative will result in the following:

• Research and instructional health programs will increase in capacity and coordination.
• The number of interdisciplinary research projects focusing on improving the health of Wisconsin residents will triple.
• UWM will become internationally recognized for its leadership in interdisciplinary partnership models in urban health research and practice.
• UWM will be recognized internationally for its leadership in freshwater research.
• The number of health care students will be increased to meet the current and anticipated demands for a culturally competent workforce in Southeastern Wisconsin.
• Expansion and application of ongoing research in urban and environmental health will result in intervention strategies and models that will reduce adolescent pregnancy rates, increase immunization rates, reduce emergency room visits, reduce costs for health care to Wisconsin’s most vulnerable families, and increase success in treating alcohol and drug dependencies.
• Research into environmental influences and their impact on human health will help protect our water supply from contamination with organisms like Cryptosporidium, ensure the safety of our popular beaches and keep them from closing because of high coliform counts, provide solutions to lead poisoning in urban areas, and reduce exposure to possible carcinogens that may lead to breast and other cancers.
• Water quality, availability, and management will be improved.
• Prototypes of affordable, cost-efficient housing, as well as prototypes of housing for persons with disabilities, will be created.
• Communities will be assisted in preserving open space and in pursuing orderly development that serves their needs and visions.

The current tight labor market will become even tighter over the next 20 years, when the population in the prime working age, 25 to 54, is projected to stagnate while the demand for high-skill workers increases and the number of new entrants to the labor market decreases.

The majority of job openings - 62 percent in May 1999 - require postsecondary education or occupation-specific training beyond high school.

The U.S. Bureau of Labor Statistics reports that 14 of the top 30 fastest-growing occupations are health care related.
ECONOMIC DEVELOPMENT
A KEY TO ECONOMIC HEALTH

IDEA
Milwaukee, and Milwaukee's research university, UWM, are essential to the economic growth and development of the State of Wisconsin. Two of the most critical problems facing the state are the shortage of educated workers and the struggle to attract the high-tech enterprises that will flourish in the 21st century economy.

To address its worker shortage, Wisconsin needs to become a “brain gain” state, one that produces, attracts, and retains educated workers. Wisconsin also needs to support its corporations with ready access to professional development and training in new skill sets.

In addition, Wisconsin needs to attract new industries and growth technologies, and to help existing industries remain vibrant through the use of cutting-edge research, technology, and management services. The growth and development of small businesses, minority-owned businesses, and well-managed nonprofit agencies also need to be ensured. The best course for addressing all of these concerns is investment in the basic and applied research that leads to new enterprises and productivity gains in existing enterprises. UWM has a substantial history of creating opportunities for innovation through research.

A Record of Creating Opportunities
In the creative work done by its faculty, students, and partners in industry, UWM has produced myriad new ideas, future products, new techniques, and revised processing that have started and/or reformed numerous industries.

Wisconsin’s Work Force. UWM’s contribution to the state’s work force is significant. UWM graduates from 1988 to 1998 who live and work in Wisconsin generated $940 million in Wisconsin wages in 1999.

Skill Development for Enterprises and Employees. UWM’s excellence is exemplified by its credit and outreach programs, which are offered in a variety of venues: on campus, at our downtown facility, at corporations, and, increasingly, on the Web. Custom-designed corporate training has included the MICAP program, which trains data managers for M & I Data Services, and Wisconsin Worldwide, which designs and delivers academic training programs in globalization for corporate, government, and nonprofit organizations. Among these are ABB Automation, Kohler Company, Northwestern Mutual, the United States Postal Service, SC Johnson, the Metropolitan Milwaukee Association of Commerce, and the Greater Milwaukee Committee.

Economic Growth Across All Sectors. The Consortium for Economic Opportunity, one of the “First Ideas” of The Milwaukee Idea, uses creative, street-level research to encourage economic growth in Milwaukee’s low-income, predominantly minority neighborhoods.

Technology Transfer/Basic and Applied Research. Research strengths are well developed across UWM disciplines, with faculty who are locally and internationally recognized for their contributions to both basic and applied research. UWM is a leader in the development of WiSys, a UW System-wide project that will enable technology transfer, in particular licensing and patenting of application research findings, at 12 UW campuses.

A study by the National Science Foundation shows that innovation in science and technology has been the dominant source of productivity gains and new enterprises in the United States. These new technology-based businesses accounted for as much as 50 percent of the U.S. economic growth during the last 50 years.

To cite just three examples of UWM’s strength in both basic and applied research:

• A biology professor in UWM’s DNA-sequencing facility has worked with several local companies and organizations, including St. Luke’s Medical Center, on sequence analysis for immunotherapy.

• The Center for Industrial Math developed an expert decision system for flight scheduling for Midwest Express Airlines.

• A sociology professor, recognized nationally for his research on red-lining, has been instrumental in his work with the Fair Lending Coalition to change banking and S & L practices to increase the access of minority populations to housing and other loans.
Today, more than ever, economic growth requires that UWM collaborate strategically with businesses that create and drive the state’s economic success, especially in high-tech and global markets.

**Wisconsin’s Work Force.** Over 120,000 alumni of UWM are now actively contributing to the economic development of the state, and over the next five years UWM’s planned enrollment growth will increase the number of citizens with bachelor’s degrees and advanced degrees by at least 20,000 – 90 percent of whom are expected to live and work in Wisconsin. Enrollment growth will be strongly encouraged in fields of high demand, including the health professions, information technology, management skills, K-12 teaching, and biotechnology. Collaborations with the UW Colleges and the Wisconsin Technical College System will include such programs as the Bachelor of Arts in Organizational Administration, the Bachelor of Science in Information Resources, and the Bachelor of Arts in Global Studies.

**Skill Development for Enterprises and Employees.** Among the services to be initiated or further developed for our corporate and other partners throughout the state are Wisconsin Worldwide, providing instructional products, consulting services, and assessment of new product development to Wisconsin and overseas for-profit and nonprofit entities; economic research related to global economics; and Technology Innovation Partnership Services (TIPS), a high-tech incubator, co-located with progressive, high-tech corporations as training sites.

**Economic Growth Across All Sectors.** The UWM Consortium for Economic Opportunity will provide support services to facilitate the growth of small and minority-owned businesses, and technical assistance and action-oriented research to economic intermediaries, such as community-based organizations, churches, and unions; integrate real-world urban issues into the curriculum; and create a Center for Nonprofit Management to coordinate and expand academic programming in this area.

**Technology Transfer/Basic and Applied Research.** UWM will enhance basic and applied research in such interdisciplinary areas as applied mathematics, biotechnology, neurobiology, metals and environment, imaging technologies, information technology and management, software engineering, transportation systems, and freshwater systems. The new Milwaukee Technology Center will enhance university/industry relations and facilitate industry-sponsored research and intellectual property development. UWM also will expand the Center for Entrepreneurship to build investment capital for technology “spin-offs” and enhancement of corporate entities to more high-tech production and service.

**Southeastern Wisconsin Economic Development Strategy.** There is a critical need to ensure work force development and provide creative ideas and venture capital to enterprises in Southeastern Wisconsin, the population and industrial center of the state. UWM is well positioned to organize and integrate the development of a strong public/private partnership to foster economic development in the area. Through The Milwaukee Idea and the Chancellor’s Corporate Council, UWM has established extensive partnerships with Southeastern Wisconsin’s key corporations and associations. In addition, UWM enjoys partnerships and program articulations with its sister institutions in Milwaukee, the UW System, and the Wisconsin Technical College System – partnerships that are key to providing the necessary intellectual capital for long-lasting economic development. Because of its history of partnerships and collaboration and its key location in Milwaukee, UWM is ideally positioned to be an integrating force for powerful public/private collaborations.

Wisconsin's healthy economy is due in part to its success in international markets. The United States Department of Commerce reports that every $1 billion in exports creates 15,000 new jobs.

The economic impact of UWM itself is substantial. Based on a 1996 study by the UW-Madison School of Business Bureau of Business Research and adjusted for inflation to year 2000 dollars, UWM has an annual economic impact of $875 million. This includes employees’ take-home pay and expenditures by faculty, staff, students, and visitors to campus.
IMPACT

High-paying jobs and a strong economy will be the dividends from UWM’s investment in the people of Wisconsin. These will be created by bringing in new industries, supporting Wisconsin’s strong industrial and commercial base, and globalizing its economies. Wisconsin will meet its workforce needs by improving the successful completion of high school by Milwaukee Public Schools students, improving access to postsecondary institutions for high school graduates and adult/returning students, ensuring educational opportunity and success for all of its citizens, retaining its college graduates in the state, and attracting college graduates from other states.

In short, Wisconsin’s economic health indicators will reflect a growing economic base of well-educated citizens engaged in productive work, an increasing amount of investment capital to support new and developing industries, low unemployment, the availability of a trained workforce, and equity in economic health across all of Wisconsin’s populations.

More specifically, investment in UWM’s Economic Development initiatives will result in the following:

- There will be at least 20,000 additional UWM college graduates living and working in Wisconsin, generating over $800 million in wages – $400 million more than if these same graduates did not advance beyond high school diplomas.
- Federal grants and contracts awarded to UWM will double.
- Technological innovations will be successfully transferred to state businesses, as evidenced by growing numbers of profitable corporations headquartered in Wisconsin, increased patents and licenses awarded to Wisconsin entrepreneurs, and growth in federal dollars supporting research and development in Wisconsin. This will help ensure a sustained high employment rate.
- A well-educated workforce will help expand Wisconsin’s economic base. Graduates will meet the state’s demand for teachers as well as health care management, research, and technology professionals.
- Economic development will be balanced in communities throughout Wisconsin, particularly in previously underserved communities in Southeastern Wisconsin. This will increase the numbers of minority-owned businesses, and more of these businesses will be ranked in the nation’s Top 100.
- Expanded export markets for Wisconsin products and expanded direct foreign investment in Wisconsin will generate new jobs for Wisconsin residents.

UWM research faculty are well known for their interdisciplinary and interdepartmental cooperation. For example, faculty in Electrical Engineering and Computer Science who are active in software development, engineering, and cryptology are joined by colleagues from Mathematics, Library and Information Science, Management Information Systems, and Information and Media Technologies in forming a strong core of expertise in the application of information technologies.

Wisconsin needs 27,000 more information technology workers by 2006.
NOW IS THE TIME!

Now is the time for a major investment in UWM – an investment that will yield compounded returns to the quality of life in Wisconsin.

UWM has action plans and pilot programs in place and others ready to implement. The Milwaukee Idea is well underway. Strategic alliances with the UW Colleges and our other educational partners are graduating students with baccalaureate degrees in their communities. We have adopted an enrollment plan to expand UWM’s capacity. We have begun to hire the faculty and staff to implement the major initiatives of The Milwaukee Idea and to expand our scholarly capacity. And we have put in place the infrastructure to transfer training and relevant research findings to our community, industry, municipal, and educational partners.

We have committed ourselves to aggressive goals and growth and to the generation of $50 million in extramural support, tuition revenues, gift funds, and reinvestments to match UWM’s request for a $25 million infusion of new GPR from the State of Wisconsin over the next two biennia. In developing and endorsing UWM’s internal blueprint for growth, “Investing in UWM’s Future,” the collective UWM community pledged that, within six years:

- UWM will be one of the top 100 research universities in the nation.
- UWM will be recognized locally, statewide, and internationally as an institution that prepares students for meeting lifelong learning goals.
- UWM will achieve significant increases in the diversity of its faculty, staff, and students.
- UWM will be recognized as a national model for engaged universities in its contributions to sustainable cities and robust regional and state economies.
- UWM’s recognition and success will be defined by:
  - The quality and extent of collaborations within the university and with its partners, as well as the public/private investments in these collaborations, and
  - The impact of campus/community partnerships, built through public consensus and grounded in scholarship, research, knowledge creation, and creative activity.

Now is the time for Wisconsin to realize the vast potential of investing in its great urban public research university. UWM has the programs, the partners, the location, and the plans to bring tremendous benefits to Southeastern Wisconsin – and to the entire state.

NOW IS THE TIME!

UNIVERSITY of WISCONSIN

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