This is an important year here for us at the University of Wisconsin--Milwaukee. To highlight it we will be observing the Seventy-fifth Anniversary of State-supported higher education in Milwaukee. In 1885, forty-six students and seven faculty members gathered in a new building on 18th and Wells to inaugurate a publicly supported program of teacher education in Milwaukee. During the next seven decades the institution changed from a Normal School, to a Teachers College, to a State College, adding programs and extending its offerings in the process. Starting from different origins but also committed to providing higher educational opportunity to the young people of this area the University Extension Division came into being, starting in 1919 when large numbers of World War I veterans were straining existing college facilities. Quite logically these two existing institutions were merged into one five years ago and a major milestone in higher education in Wisconsin was passed.

During the short period of its existence the UW--M has already been identified in many aspects of its development, as an urban university with a personality of its own, drawing heavily upon the resources of a University that has long distinguished itself here and abroad in the fields of teaching, research and public service. It is most fitting, therefore, that later this month (October 28-29) the UW--M should be host to a national conference on "The Role of the University in an Urban Setting." The place of the urban university in our society has not yet been carefully thought out, and it is hoped that the stimulation aroused by this conference will result in basic research and studies in depth to explore this role in all of its aspects. We shall witness in the years to come an enormous expansion of the urban university in this country. Professor Commager in the September 17 issue of the SATURDAY REVIEW OF LITERATURE in pointing out that of fifty-two Universities with more than 10,000 students, thirty-two are in large cities, fifteen in smaller cities and only five in the countryside, suggests that the continued growth of the
urban university could well become the dominant pattern of the next generation.

But today I should like to direct my remarks not so much to the question of the role of this University and its urban setting but to some immediate goals that we should establish for ourselves, the attainment of which cannot be delayed. There is a sense of urgency about many aspects of our development. While a far gaze into the future is not out of order, we must set our sights on some immediate goals and objectives for unless we achieve a major breakthrough in the years immediately ahead, there is no long range future for us. The items I am now about to mention have in one way or another been incorporated into our request for the biennium of 1961-63.

What, then, should our goals and objectives be. 1) We must retain and recruit a well-qualified faculty. This must never be a peripheral concern. Rather it must always be a central one. We have grown in numbers in the last five years from a full-time faculty of 250 to over 400. The process of enlargement has been at all times selective and carefully thought out. Departments, in keeping with University practice, have initiated appointments and the University administration has been pleased with the results. But in this area we must be eternally vigilant, for we are in a highly competitive situation and if we lose ground it is painfully difficult to recover it. The budget request which is being submitted to the legislature calls for salary increases of 16% during the first year and 6% for the second year of the biennium. Such expenditures are absolutely essential if we are to maintain our position as a great institution. To build a strong faculty we must also continue to encourage research activity on the part of our staff. Much productive work of a scholarly nature has been generated on this campus in the last few years, but we have only made a beginning. The inclusion of a specific research item in the UW--M budget request for 1961-63 symbolizes the importance the University attaches to encouragement of research here in Milwaukee.

2) We must improve our Library in the size of its collections and in the quality and variety of services offered. Our book buying budget should be doubled and the request
which has been submitted for, the next biennium will make this possible. Our past experience has also led us to conclude that our professional library staff must also be enlarged. We cannot attract strong faculty to this institution if our Library facilities are not adequate. Library improvement must always be high on our priority list.

3) We need to relieve the critical clerical and secretarial situation. The present ratio of faculty to secretarial staff is woefully inadequate - so inadequate in fact that faculty members are now often engaged in the most unproductive kind of activity when they should be engaged in inspiring teaching, in significant research and in a wide variety of creative activities. Here again a substantial program to improve the situation has been included in the budget request.

4) We must enrich existing programs and add new ones to already existing ones. Special attention should be given to senior level courses so that students majoring and minoring in departments can select from a wider assortment of courses than is presently possible. Many areas in our teacher education program need enrichment in order to retain the excellent reputation that this institution has acquired in this field. Our Commerce offerings should be expanded with the establishment of the School of Commerce our immediate objective. Some new departments should be added. Requests for departments in geology and art history have been incorporated into the biennial budget. Modest beginnings should be made in nursing and in medical technology to meet increasing demands in these areas. Our graduate program should also be expanded wherever such need can be established. Such a development will tend to attract and hold faculty members with research interests while graduate assistants can be of inestimable value in assisting faculty in their research activities.

5) We must add substantially to our physical plant. Our new science building should be completed by next fall. Downer Seminary should also be available to us by that time or shortly thereafter. We should be breaking ground on our Fine Arts Building in the Spring of 1961. Our Student Union expansion is long overdue. It is especially important that the next two buildings on the priority list for Milwaukee - the general classroom
building and the mathematics-physics-engineering building be funded in the next biennium so that we can occupy them by 1963, or by 1964 at the latest. The Committee on the Future of the UW--M has quite properly described this problem as "the space crisis," the resolving of which should be high priority business for us for many years to come.

We should in particular make a concerted effort to concentrate our day credit programs on the Kenwood Campus as quickly as possible. The present schizophrenic arrangement is not good for academic programming, for efficient administration, or for faculty-student morale.

6) We should not neglect our students to student services in our concern over the improvement of instruction. On the former count, I am particularly pleased that we have this fall initiated an honors program for freshmen and sophomores with eighty-eight and twenty-six students enrolled respectively. This program should be expanded and enlarged with not only acceleration but enrichment its goal. Our admissions and records office, our counseling services, and our placement operation all must be upgraded to meet the requirements of an expanding institution.

7) We must foster and promote wherever we can more effective community relationships. We cannot operate in a vacuum; we must be organically a part of all that surrounds us. Our neighborhood relations must be improved and the University must play a strategic role in conserving the area in which it is located. The master plan for the University of Wisconsin--Milwaukee approved by the Regents in April 1960 is the first step in this direction. Now we must get to work and implement its most important features. The University has a vital responsibility in this regard. Finley Peter Dunne put it well: "'Oh, well', said Mr. Hennessy, 'we are as th' Lord made us'. 'No,' said Mr. Dooley, 'lave us be fair. Lave us take some iv th' blame oursilves'". It must seek the cooperation of public bodies, private institutions and groups of citizens who are interested in our growth. It is, of course, true that not all of the people in this area have looked upon us as good neighbors. Yet I am convinced that by and large people in this area are glad to have a University in
their midst for it provides the intellectual and artistic stimulation upon which every society must depend. I feel that it is significant that the UW--M is located geographically where it is. Many universities have taken flight and have accelerated the hegira to the suburbs where the green pastures of the outer fringes are more inviting.

The UW--M, in contrast, not only is in the city but has been and will continue to be of the city. As an interesting sidelight is the fact that 150 of our faculty members (about 1/3 of our total) reside in the 18th Ward in which the Kenwood Campus is located.

When this site was first selected over fifty years ago, Downer Avenue (then Glen Avenue) was on the extreme outskirts of the city. Downer College to the north was here and there was a country club at the corner of Newton and Downer just a few hundred yards from where we are meeting this afternoon. There were only a few scattered residential structures in the area.

Today, however, we are surrounded on all sides by the city. Before long expressways will be only five minutes from the campus and already the area from the Lake to the River and from Edgewood Avenue to Locust Street comprises a rich institutional district with a wide variety of educational, charitable and religious institutions serving the people of the area. We are no longer located on the periphery but in the heart of the city and this location should symbolize our strong commitment to and our belief in the city as the center of human culture, and as a place where the intellectual and artistic life of our people can be nurtured and permitted to flourish and flower.

Professor Commager, in the article already referred to, points out that when Americans go abroad to study they usually do not seek out universities in smaller towns. Rather, he suggests, they head for the big cities where they "know that they can count on the exciting relationship between university and the community in almost every country of the old world. What lures the American student is the life of the boulevards, the cafes, the bistros; it is the Latin Quarter; it is the opera and the ballet, the theatre and the experimental film; it is the bookshop on every corner, the dozen newspapers in every city; it is the mature student body, educating itself, joining in the risks of life, taking an
active part in literature, journalism, art, and politics."

The urban university must seize upon the opportunity being offered it. It must play a vigorous leadership role and regain its historic place in the center of the city. We must assist in the regeneration of the city not only as a market place and a workshop but as a human abode, as a center of cultural and spiritual energy and as a citadel of the arts. With the great technological changes that are taking place and with the revolution in transportation that we are experiencing the tendency to disperse the economic functions of the city will be accelerated. The city as the focal point of manufacturing, distribution and administration will no longer be as essential as in earlier times. But the central city will always be needed as a nerve center of cultural and artistic development and the University of Wisconsin--Milwaukee can play a strategic role in achieving this objective. What a pity if we should default in what could be our most challenging opportunity.