As we begin another year and look ahead to the future we can gain perspective on our goals and the hopes that lie ahead by a quick glance down the road of the past. UWM was created in 1956 by an act of the legislature of the State of Wisconsin. In its eleven-year history its development falls quite logically into two periods - each of about equal length.

During the first period, roughly covering a period of six years, our objective was to extend educational opportunity to more of the young people of this area. Less than 4,000 students were enrolled in the two public institutions of higher learning that were the predecessors of the UWM - this in spite of the fact that the greater Milwaukee metropolitan area in 1956 already had over one million people. In creating the UWM there was thus reflected a commitment by the legislature and the people of the State of Wisconsin to open the door of opportunity and to make that opportunity more generous and broad. This objective has not been lost sight of. This year's enrollment of over 15,000 students or a four-fold increase over enrollments at the time of the merger, is adequate evidence of this fact.

During this first period of UWM's history the emphasis quite naturally was on general development and improvement. Professional programs were minimal. Graduate programs were extremely limited and confined to the master's degree. And since no additional funding was provided by the legislature in 1956 for the new institution, efforts during this first period were concentrated on general upgrading and over all improvement. That progress was made both in expanding educational opportunity and in general improvement is a matter of record and needs no further elaboration at this time.

The second phase of UWM's development began about 5 years ago. The first of President Harrington's Twenty-five Points presented to the Board of Regents in February of 1963 set forth major university status as our goal. This concept was subsequently accepted as policy by the Regents, the Coordinating Committee for Higher Education and the Legislature. Major status for the Milwaukee campus meant the development of professional schools of which there are now nine, and PhD programs of which seven have now been approved.

But it also implied identification of areas of distinction and development of programs peculiarly suitable to a university in an urban location. Autonomy for the Milwaukee campus and selectivity in program development were important by-products of this decision. We know that no university, no matter how prestigious it is, can be good in everything; it must make hard priority decisions on the direction in which it wants to move. Furthermore, these decisions must be made by the campus through its faculty and administration in order to assure an image that is distinctive and unique.

We have pursued then, and will continue to pursue, a dual university mission of accommodating countless additional numbers of qualified students who might otherwise be lost to society and at the same time insisting on quality and excellence in developing this opportunity.

How long do we have to achieve this goal of major status? Initially we said we should do it in 20 years. Subsequently the time was reduced to 15 years. One third of that time is now behind us. And there can be no denying that substantial progress has been made during this period. The growing national reputation of this institution as reflected in its faculty is manifesting itself in many ways. Budget support, which has helped to upgrade our library, improve our
faculty salaries, and develop new programs has been substantial. New buildings
to accommodate program development have been constructed while others are auth-
orized or are now being programmed.

But we still have a considerable distance to go as we now look to the next 10
years. Ours is a young institution in its early and formative years and because
of this and also because we are committed to quality standards in everything we
undertake we will require a level of support beyond that which is necessary for
a more mature and well established institution. We are not yet among the top
100 institutions in the amounts of federal funds received even though institutions
of lesser eminence are in that list and even though gifts and grants at the UWM
exceeded $5,000,000 last year. Nor did we appear in the American Council on
Education's recent national assessment of quality in graduate education. This
is no surprise for at the time the study was undertaken graduate work at the
doctoral level was just being started here. In these respects we have not yet
made our mark.

But we shall be among the 100 institutions in federal funding soon and our grad-
uate program will be recognized as we continue to push toward our goal of major
status by 1978. But in order to accomplish this our efforts not only will have
to equal the efforts of the past but exceed them. And there is no reason why
this can not be so. I say this with confidence because our assets are many. As
I said to the faculty last year, we have a supporting Board of Regents that con-
tinues to manifest its interest in the UWM in many ways. We have a strong
central administration whose backing of this institution has and continues to be
clear and unmistakable. We have strength in the UWM administration and will
strengthen it even more in the future. I myself will be on the Milwaukee campus
for a great majority of the time during the next eight months to personally di-
rect the affairs of the university.

A search and screening committee has been appointed to assist the administration
in filling the new post of Vice Chancellor for Academic Affairs. It is a strong
committee and representative of faculty, administration and the student body.
Professor Wilder Crane, chairman of the Political Science Department, has agreed
to serve as chairman and this committee will begin its work immediately. Other
members who are being asked to serve on the committee are:

Professor Frances Cunningham, School of Nursing
Professor Robert Greenler, Department of Physics
Professor Reginald Horsman, Department of History
Professor Richard Faull, Department of Geology
Professor Roger Songer, Dept. of Educational Admin. & Supervision
Dean Adolph Suppen, Dean, School of Fine Arts
Professor Robert Turner, Department of English
Marshall Gratz, President, University Student Government

Arrangements for administering the University until the academic vice chancellor
takes office will also be worked out in the near future so that our present
momentum will not slow down.

Nor would I want to let this opportunity pass without commenting on the contrib-
utions made by Vice Chancellor Vevier to the UWM. While there have been dif-
ferences yet his incisive mind, his boundless energies, and his dedication to
the UWM have manifested themselves in many ways and I take this occasion to have
his contributions to the UWM noted for the record.

The administration is committed to an assignment of all university importance
for him and will continue its efforts to work this out.

UWM Fac. Doc. 423, October 12, 1967
Regent support, central administration backing and strong UWM leadership are important. But indispensable is the faculty itself in building strength. And we have here at UWM a faculty that is distinguishing itself in research, knows the importance of good teaching, and does not intend to neglect public service. At the same time it is becoming more aggressive, vigorous, and determined to assert its rights in the best University of Wisconsin tradition.

The Regent's support which has been consistent in the past is certain to continue. The President continues to state with clarity and forcefulness his commitments to this institution. In our search for an academic vice chancellor we intend to select a person who will give strength and leadership to academic development. And recruitment of a qualified faculty will be intensified. In fact, no other factor will be as crucial in the university's development in the years ahead as this latter fact. There are now over 2,000 institutions of higher learning in this country competing for college and university teaching talent. The State University of New York alone needs to recruit 15,000 new faculty members by 1975. We need to obtain not only our proportionate share of the national pool but must compete actively for those who are already recognized as scholars and have established reputations in their field of endeavor. Remaining competitive on faculty salaries is only one way of accomplishing this objective. A climate of academic freedom upon which this University has always prided itself, the growing awareness of the UWM in national educational circles and the opportunity to be associated with an institution that is dynamically attempting to relate itself to the social forces of our time are all factors of importance.

How then do I see our role as we look ahead? Because of our urban location we serve a wide variety of publics - the young and the old, the part time and the full time, the graduate and the undergraduate, the professional and non-professional. We will need to make a special effort to develop late hour credit courses to give part time students a wider choice and offer them an opportunity to complete degree programs on an accelerated basis. At the time we must attract more full time graduate students, a larger number of students in residence on campus, a broader geographic representation in both our undergraduate and graduate student body with special attention to the foreign student.

In developing academic programs we must insist on quality and balance. We are already committed to a number of distinctive areas and specialties on the theory that selectivity and the establishment of priorities are essential conditions of quality. This will continue to be our position. On the question of balance I would say that through a planned program of instruction, research and public service the UWM accepts the central task of the modern American university of relating itself to the central issues of our time. For the age of technology and innovation, large population concentrations and social interdependence requires a new kind of commitment calling for full efforts in instruction, research and service.

We now have a full complement of schools and colleges and most of the decisions about structure and direction have been made. Concentration in the future will, therefore, be on educational planning related to the development of already authorized schools and colleges. The following points are particularly worthy of mention:

1) The College of Letters and Science will, as in the past, continue to be the largest academic unit at UWM. It is central to our development and will continue to be so in planning undergraduate and graduate programs, and in providing essential back-up services for the professional schools.

2) The Graduate School will grow more rapidly than any other unit of UWM. If we are to make major manpower and research contributions to society, expanded UWM Fac. Doc. 423, October 12, 1967
doctoral programs in selected areas will have to be established without delay. The recruitment and retention of a quality faculty will be determined in large measure by the commitments which will be made in this area of our development.

3) Our professional schools will adapt their programs to the changing requirements of tomorrow's world. Imaginative programs to meet professional manpower requirements will need to be developed, and flexibility and innovation should govern UWM in planning its professional programs. Only in this way can the University prepare its graduates to adjust to a world influenced by science and technology, and continuously changing because of the dramatic explosion of knowledge.

In conclusion, it will be our objective, then, to support an open door to academic opportunity for all without restrictions, maintain quality and balance in our academic programs, vigorously defend academic freedom for students and faculty, and strive for a strong faculty capable of playing a responsible role in planning for the future of this University. These are goals to which we can all subscribe as we strive in the years ahead to achieve status and distinction in American higher education.