The Faculty Looks at the University of Wisconsin--Milwaukee.

The growth and development of a dynamic educational institution necessarily creates many perplexing problems. The University Committee--Milwaukee presents these views of the problems after being close to them in the two years that UW--M has been in existence. In some instances possible solutions or changes are offered. The Committee feels that their complete and satisfactory solution can be obtained by the Faculty and administration's facing up to these problems. In thinking out these problems and acting upon their convictions both groups will provide the sound foundation for the University of Wisconsin--Milwaukee of the future.

The Institution.

Since the passage of the merger law, important steps have been taken in rapid succession. Plans for merger were made. In the fall of 1956, actual merger began. During 1956-57, attention was given to curriculum matters and to inter-campus committees. During 1957-58, the operation of University machinery has been smoothed out, we are getting plans under way for two new buildings, and many of us are becoming aware that our future presents many important problems.

The successful accomplishment of merger to date is a tribute to the effectiveness of faculty inter-campus merger committees. The concepts of "integral part of the University" and "autonomy" should be retained. To this end, the work of present inter-campus committees is vital. Although changes may be desirable in the future or recommended when the merger machinery is reviewed in 1959, the Faculty should first do all it can to get the present organizational patterns working more smoothly and efficiently. Careful and thorough planning agendas can save time and money and yet bring equally fruitful results.

The law providing for the creation of the University of Wisconsin--Milwaukee directed that existing programs be enriched and strengthened. New programs were envisioned. The University Committee--Milwaukee believes that future growth of UW--M will depend to a large extent upon faculty wisdom and action, as well as administrative leadership.

The Committee believes that, to fulfill its purpose in the lake shore area, the University of Wisconsin--Milwaukee should develop programs of high caliber at both the graduate and undergraduate levels. Graduate work should be expanded to include the master's program to meet, at least, the requests being made by business, industry, government employees and teachers groups. UW--M should also establish special research and service facilities and seek government and private support to supplement state funds for these purposes. In order that it might meet its obligation of public service more effectively, UW--M should consider the further use of advisory committees of community leaders who would help discover needed services and assist in formulating programs to meet these needs.

The Committee also considers it appropriate at this time to ask whether the Milwaukee community, which so vigorously requested that a university be created for the Milwaukee area, has done all that it can do to assist that university to develop in as healthy and rapid a fashion as it might. The UW--M was conceived as necessary part of the metropolitan community, not as a community within itself. To date, its problems and successes have been solely in the realm of academic affairs.
The Faculty's Prerogatives.

The members of the University of Wisconsin—Milwaukee Faculty, which group was created by merging two faculties with different organizational patterns, of necessity have had to make many adjustments. The success which has been achieved to date is a tribute to the cooperative spirit displayed by both groups. However, there undoubtedly are still many who are unaware of their responsibilities. We believe it appropriate, therefore, to point out the Faculty's prerogatives in the determination of University policies. This type of action is particularly needed during UW--M's formative years. Some important policy questions, such as campus location and building priority, have already been decided with little if any opportunity for general faculty consideration. Major questions will arise more frequently for the University of Wisconsin--Milwaukee than for established institutions, and therefore the faculty role in policy-making must be safeguarded. The scope of physical education and intercollegiate athletics is an example of a policy area into which the Faculty might move before action is taken on rebuilding the athletic plant. Another illustration is the problem of the relationship of the Campus School to the School of Education. In order to meet its responsibilities of faculty government, the Faculty must become more familiar with existing faculty regulations and be more fully informed about administrative decisions.

The Faculty exercises its policy functions in part through committee work. Unfortunately, this desirable practice has led to a proliferation of committees and, in order to achieve representation from many groups, to an increase in their size. We believe that committees should be held to the minimum in number and size consistent with the traditional faculty policy role. We also believe that committees should reverse the trend toward greater concern with administrative detail and non-policy matters by insisting that these functions be carried out by administrative personnel.

Departmental Responsibilities.

Recruitment and retention of faculty are the most important tasks facing the University of Wisconsin—Milwaukee. Under the University of Wisconsin system, departments are initially responsible for the employment of new faculty members, with review and guidance from the dean or director. In most departments personnel have hitherto been employed primarily for teaching, with less attention to research potential. In order to acquire the balance desired in the UW--M Faculty for the next few years, departments should emphasize research capabilities in addition to teaching when seeking new staff members. It is important for each department to set as a goal the strengthening of itself every year, and to analyze its needs with a clear vision of its future potential.

Departments should also exercise care regarding age distribution within its ranks, to insure continuity of program unhindered by loss of too many who reach retirement at the same time. This practice need not preclude the addition of mature scholars with records of research and publication. On the contrary, mature scholars might make valuable additions in many cases.

Research Activities and Facilities.

Research is vital in every university community, requiring, in addition to staff interest, adequate facilities. Space and equipment for research, now very limited, will need to be included in the plans for new buildings. We are happy to note that this is being done in the new science building. In the past two years the University Research Committee, recognizing the Milwaukee need, has granted funds to faculty members here. The UW--M staff should also be assisted in obtaining research support from outside sources.
An adequate library is essential to research and much needs to be done to strengthen the present UW--M library. During the current year, the sympathetic understanding of the UW--M and the University administrations has brought a special grant to build up the basic library collection. But far more remains to be done. An annual book expenditure of $100,000 seems essential. The problem of space for the future growth of the library as well as a staff adequate in size must also receive consideration.

Another factor limiting academic and research activity of the UW--M Faculty is the inadequate size and improper distribution of the secretarial staff. A study of the budget for 1957-58 limited to corresponding departments in the College of Letters and Science in Madison and Milwaukee is revealing. For every three faculty members in Madison there are two in Milwaukee. In Madison, the budget includes $761,813.00 for teaching assistants. In Milwaukee, there are no funds for teaching assistants. Madison has seven office employees (administrative assistant, secretary-stenographer, stenographer, typist) for every one in Milwaukee. There are seven clerks in Madison for every one in Milwaukee. An additional $10,148.00 appears in the Madison budget for clerical help, while there is none in the Milwaukee budget. The ratio for student help is $5.60 in Madison to $1.00 in Milwaukee. Surely not all of this disparity is justified.

Coordination of Administrative and Academic Affairs.

Because major questions will arise more frequently for the University of Wisconsin--Milwaukee than for established institutions, it should be repeated that the faculty role in policy making is especially important. The Faculty at the University of Wisconsin has long had charge of academic matters. We believe it appropriate to reaffirm this prerogative for UW--M. We need to remember that academic matters have broad implications. We now have faculty representation on the Campus Planning Commission and faculty committees are now planning a new science building and a new fine arts building. However, the faculty lacks representation in planning land acquisition for campus expansion.

The Faculty needs to be more fully informed about administrative decisions and changes in personnel and shifts in administrative duties. Perhaps the minutes of the Administrative Committee should be sent, with copies of any supporting documents, to each departmental chairman in order that he might inform the members of his department of pertinent actions. Other plans, changes, or decisions might well be sent to the entire Faculty in frequent faculty bulletins or notices. Every change, decision, or plan should be viewed as information which belongs to the entire Faculty.

Business Affairs and Budget.

Although some effort has been made to improve the operation of business affairs - office space and telephone service, to mention two instances - the Committee believes that the University of Wisconsin--Milwaukee administration might well re-examine the practices of the business office and effect such reforms as will make this service department more responsive to academic needs. We believe it especially important to establish the principle that the auxiliary enterprises should be operated for maximum convenience to the Faculty and students. We recognize that some of the difficulties in the business area result from its subordination to the central business offices in Madison. We urge, therefore, that the Director of Business Affairs make recommendations to the Faculty for devolving more authority upon the local administration.
Because of the anticipated expansion and development during the next few years, budget making will be of utmost importance. Budget needs must be related not only to the size of the enrollment, but also to the nature and diversity of the curriculum. Long range predictions may be helpful, but all plans must be sufficiently flexible for re-adjustment to circumstances as they develop.

Student Activities.

The Faculty may well consider the long range needs in the area of student activities. A commuting student body may complicate solving the problem of school-centered activities. But because the stimulation of intellectual curiosity, thoughtful appraisal, and aesthetic appreciation are prime functions of a university, the University of Wisconsin--Milwaukee should use every possible means to further these aims. Much more can be done to encourage programs and lectures. There are undoubtedly many resources within the community itself upon which we could draw to enlarge the scope and number of such events. With limited funds to bring outside speakers to the campus, this is all the more important.

Adequate physical facilities are necessary for a good student activities program. An example of a major need is a theater with a modern stage and an acoustically satisfactory auditorium. Such a theater could be used for concerts, recitals, and various dramatic and forensic activities. The Student Union represents a second major student activities need. It is obviously inadequate.

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