I welcome the opportunity to present to the faculty some of the challenges which will face us during the coming year. It has been more than two years now since the UW--M officially came into being, and while I intend today to talk more of the future than of the past, a comment or two about what has been accomplished would seem to be in order, for what is past is only prologue.

It is my belief that both the letter and the spirit of the basic legislation which provided that the new institution should be an integral part of the University and that the faculty in Milwaukee should have the same autonomy as other units of the University has been honored. It is also my conviction that the foundations are carefully being laid for an institution of quality that will be a credit to the people of the state of Wisconsin, and that will provide increasingly greater opportunity for the young people of this area. I should hasten to add, however, that we should not expect miracles and that careful planning and steady growth is preferable to simple solutions and spectacular approaches to our problems. We should at all costs shun shoddiness and pretension, and honor sound scholarship and quality teaching.

The new President of the University, inaugurated only last week, has dedicated himself to these purposes. Not only are his roots deep in the educational subsoil of this state, but he has fully grasped the nettle of educational philosophy and will urge us always to concern ourselves with the true purposes for which the University of Wisconsin was created. In his first public appearance in Milwaukee after taking office on July 1, President Elvehjem indicated his determination to establish in Milwaukee an institution of quality and strength. He reiterated this position in his inaugural address of last week. His interest
augurs well for this institution and should give us all a sense of encouragement about our future prospects.

Some General Considerations.

Here at the UW-M certain changes in administration have taken place since July 1. These have been reported to you in detail in a faculty memorandum distributed at the beginning of this academic year. So I shall not repeat myself on that score. However, great progress can already be reported in solving certain problems in general administration that should facilitate communication between the administration and faculty, and should make generally for a more harmonious relationship among all segments of the University.

Two documents will be available to each member of the faculty shortly, that should greatly enhance understanding of the policies and procedures used here in Milwaukee. A greatly expanded and improved Faculty Directory containing in addition to an alphabetical listing of faculty and civil service personnel, the academic calendar for the next two years, a classified list of faculty, building locations, and names and membership of standing committees will soon be available. Each faculty member will also soon receive a document entitled "Rules and Regulations Governing the UW-M", prepared by the Secretary of the Faculty, which should give to everyone information taken from both the White and Red Books, that will facilitate an understanding of our own internal operation here in Milwaukee, as well as our relationships to Madison as an integral part of the University. I trust that every member of the faculty will read this document carefully, for I am sure that certain misconceptions which may exist will be clarified.

May I state at this juncture that with two years of experience now behind us we should be making an objective evaluation of the merger process to determine whether earlier decisions are still sound or whether at certain points revisions in policy and practice should be recommended to the appropriate authorities.
My own general impression of the matter is that, by and large, the policy decisions agreed upon by the Committee of Thirty in 1956 were soundly conceived to provide for integration and at the same time to preserve a high measure of autonomy. Yet so important are the dual questions of integration and autonomy that they should constantly be re-examined in the light of new circumstances. Your own University Committee in its special report to you, dated May 26, 1958, suggested the desirability of such a review as soon as organizational patterns had begun to work smoothly and efficiently. I would suggest that such a review is now in order. The Board of Visitors of the University devoted most of its time last year to a consideration of the operating relationships between Milwaukee and Madison. Their findings have already been widely circulated and have provided a useful point of departure in evaluation considerations. The Board intends to continue its analysis during the coming year.

While I am still on more general matters, I should like to report to you that a series of institutional studies under the direction of Dean Baier will be undertaken during the coming year to assist us in sound planning in all areas of academic development. We need to examine many aspects of our academic operation in order to know better what it is that we should try to accomplish in the future. Answers need to be found to such questions as these:

Are we attracting to the UW-M the students of ability and talent from this area? Are we retaining those who have shown superior abilities and capacities? In short, are our present selection and retention procedures sound?

Are we making maximum use of our facilities for instructional purposes? What is a reasonable expectancy for maximum plant use? Should we be converting general purpose facilities into special uses and vice versa?

Do we have adequate information on staff load? Are the various units of the University in imbalance on this matter? Can we devise a formula that will be of
value in determining faculty load? How should we equate teaching, research and committee or other university service in evaluating a faculty member’s load?

What new programs should the UW--M be undertaking in future years? Should we concentrate on enrichment and expansion of existing programs before we consider new programs? What criteria should we use in recommending new programs?

What can we do to promote faculty growth and development? How can we encourage research, teaching and public service and at the same time retain balance in our program? What steps do we need to take to attract outstanding scholars and teachers to the UW--M?

By way of sample, these are just a few of the problems that we need to tackle. Obviously, the questions are much easier to raise than to answer. However, we need to conduct studies that will assist in finding answers to these questions. And it is my belief that the institutional studies that we will undertake this year should not be abstract or theoretical studies carried on in a vacuum, but should be related to specific problems that we know exist here but which, because of inadequate or incomplete information and lack of time, we have not yet been able to solve satisfactorily.

The UW--M Budget.

Since the adequate financing of our program is basic to our entire educational effort, may I make a few comments on the matter of the budget. We have made the painful discovery during the past two years that a University cannot be created over night. We have also learned that a full University program could not result by the simple merging of the two budgets of the former Wisconsin State College and the Extension Division. As most of you will recall, no specific appropriation was attached to the merger bill in 1955, and while fortunately the proponents of the merger never defended it on the ground that savings would result, yet the additional financial burden of developing a University program in Milwaukee was
never clearly set forth. The Emergency Board provided some relief for us in the summer of 1956, but much of this assistance was obviated when enrollments which were predicted did not materialize.

Our current biennial budget showed a substantial increase over the previous two year period. Much of this increase quite properly was used for salary adjustments in the first year of the biennium. Our budget for the current year is essentially the same as last year with some slight additions due to very modest salary increases. The fact that our enrollments are 10% ahead of a year ago presents us with some serious problems, especially in the area of staffing, for which we have not yet found solutions.

We spent much time during the spring and summer of 1958 in preparing requests to be presented to the University administration for the 1959-61 biennium. The results of this effort have been conveyed to you in an earlier memorandum. However, because of the importance of this matter I should like to repeat some of the information that has already been given you. The budget request for the UW--M (1959-61) as it stands after Regent approval of the entire University budget, represents a 15% increase exclusive of faculty salary increases over the current biennium, and a 30% increase if faculty salary increases are included. Our budget for the current biennium is $7,060,803, while our request for 1959-61 totals $9,113,270, (including salary increases) or an increase over the current biennium of $2,052,467.

The request for the UW--M would permit the following:

1. Substantial faculty salary increases.
2. Faculty staffing for increased enrollment.
3. Some strengthening and enriching of existing programs.
4. Increased civil service staff to better assist the faculty with their clerical and stenographic needs.
5. Substantial increase in present budget for library collection.

6. Some improvement in the area of student affairs.

7. Increase in the number of authorized resident scholarships to be used primarily for upper class resident students.

8. A segregation in the second year of the biennium of a portion of the student fee for Student Union expansion.

9. Modest improvements in physical plant.

It should be pointed out again, however, that this request for additional funds must still be reviewed by the governor and that funds must finally be granted by the Legislature. Much work will have to be done to get support for the total University budget. Even modest reductions in the requests as they now stand would impair our future operations.

Faculty Growth and Development.

And now I should like to make some comments on the matter of faculty growth and development. In a report which I made to the Board of Regents on December 14, 1957, on the UW--M, I indicated that "the highest priority in planning for the institution in Milwaukee should be given to faculty growth and development". I have not changed my views in this regard. Recruitment of new staff and retention of present staff is going to become more and more difficult in the light of increased competition for staff in the face of staggering increases in enrollment. The evidence is already conclusive that on a national basis the extent of preparation of newly employed college teachers has been steadily declining in the last five years. Holders of doctor's degrees among newly employed teachers has decreased 25.2% since 1953, while the number of newly employed teachers with less than a master's degree has increased 23.1% in the same period.

For this reason the substantial request being made for faculty salary increases for 1959-61 is most timely. Of the $13,783,503 increase requested for 1959-61 for
the entire University, $7,525,265 is earmarked for faculty salary increases. Such a salary program would be used for a) merit increases for each year of the biennium, b) upgrading faculty salaries to reach academic year averages in 1959-60 for the Madison campus of $11,300 for professors; $8500 for associate professors; $7100 for assistant professors and $5700 for instructors. The target for Milwaukee at the lower ranks would be substantially the same as on the Madison campus, but would be less than the Madison target for professors since the Milwaukee average at this rank is now below the Madison average.

Other factors having a definite bearing on faculty growth, the ones to which increased attention will be given by us in the year ahead, are the following:

1. Continued encouragement of research by participation of UW--M faculty in the total research funds of the University as well as by requests submitted to local and national foundations.

2. Examination of teaching loads.

3. Better facilities for research and teaching.

4. Improvement in our library collection.

5. Additional clerical assistance for faculty.

Without improvements in all of these areas we will not be able to attract and hold capable scholar-teachers. I am constantly impressed by the scholarly performance of our faculty as evidenced by fine teaching, productive research and community service. I am also pleased to report that in two years we have already achieved some success in attracting promising scholars and teachers to the UW--M. The group that you have met this afternoon for the first time officially will add great strength to our program and over the years will contribute substantially to the development of a fine faculty and an equally fine educational program.
Enrollments.

An enrollment pattern at the UW--M is now becoming established. Our full time enrollment this fall of approximately 5200 students represents an increase of almost 10% over a year ago, and a 30% increase over the combined enrollments of the two separate institutions in the year preceding the merger. We have already revised our estimates upward for the bimium 1959–61 on the basis of this fall's enrollment and are now estimating 5600 students for September of 1959, and 6100 students for September of 1960. Since most of our students now enrolled at the UW--M were born during the depression we will not begin to feel the full impact of increased births until the fall of 1961 and thereafter when enrollments will skyrocket, assuming that facilities and staff can be provided. A prediction made, therefore, in 1956 at the time of the merger, that within ten years there would be a student body of 10,000 at the UW--M does not seem unrealistic at this time.

These enrollment pressures should cause all of us to make a continuous assessment of our admission and retention practices. The University as a state supported institution has an obligation to provide educational opportunity to all who are able and willing to do work of collegiate level. Over the years the principle of self selectivity has operated with apparent success on the Madison campus. Students entering the University rank considerably higher among high school graduates than the national average of entering college freshmen, as evidenced by the fact that of the entering resident freshmen in September of 1956, 75% were in the upper half of their graduating class, and only 5.4% were from the bottom fifth of their respective classes. We need to study our selection processes here at the UW--M to be certain that we are providing an educational opportunity for all who are deserving of it, but we must be equally certain that those who cannot profit from a collegiate program are advised that other opportunities at the post high school level abound in this community.
We must also take those steps necessary to attract young men and women of talent to the UW-M who might otherwise never enroll in an institution of higher learning. Our scholarship and loan programs should be designed to make available to anyone of talent and ability the opportunity of an education here. We should also see that top ranking students and young men and women of ability who come to us do not, for want of proper guidance, poor programming or inadequate facilities, fall by the wayside for academic or other reasons. Our resources at best will be limited in the years to come, and these should be used to best advantage to attract and to hold men and women who have the capacity and earnestness to seek a college education.

Physical Plant and Campus Planning.

This brings me logically to the question of physical plant expansion. One can go to either of our campuses and see ample evidence of over crowding and limited physical facilities. And I would be anything but honest if I did not tell you that the situation is likely to become worse before it becomes better. At best, buildings presently being planned will not be ready for occupancy until two or three years from now, and by that time our enrollments will have passed the 6000 mark. The absence of adequate facilities may actually be a limiting factor in the growth of this institution, for already in certain areas - notably the sciences where laboratories are essential - we are not now able to accommodate all students desiring these programs. It would indeed be a matter of great disappointment if the absence of adequate physical facilities should become the major limiting factor in the growth of this institution. Were this to be the case, then those who envisioned the UW-M as providing an opportunity for all of ability and talent regardless of means to benefit from a college education would be sorely disappointed.

But all is not bleak, for short range as well as long range studies are
presently under way to cope with these problems. We need, and have already begun, a candid examination of use of present space. Every square foot of space on both campuses must be put to maximum use, and studies are presently under way to determine how this can best be done. I am confident that when recommendations on this matter have been completed, this institution will stand at the top of the list of institutions in this country on effective space utilization. In a study recently made by the American Association of Collegiate Registrars and Admissions Officers, the UW--M placed above the 90th percentile in space utilization.

I am fully aware of the irresistible attraction of the Kenwood campus, and can sympathize with the desire of faculty members to have classes and offices on the same campus. Schizophrenia, with its accompanying disintegrating effect, can apply to college campuses as well as to personalities. Certainly our goal should be to move more and more of our functions to the Kenwood campus, but until provisions can be made for expanding facilities here, this process cannot be expected to be carried forward too far or too fast. In the interim then we need to utilize to the maximum all space on both campuses, including rented and temporary facilities. I am confident that if the faculty understands the full impact of this problem we can achieve full utilization. And, upon the completion of the studies to which I have already made reference, such understanding will I am sure become possible.

But let me assure you at this point that we are not satisfied to cope only with our immediate space problems without making long range plans for the future. We already know what building needs an institution of 10,000 day students will require. Your Campus Planning Commission has spent considerable time in assessing needs, and these have been submitted to you in a document entitled "Report and Recommendations of Campus Planning Commission", dated March 20, 1958. The recommendations in this report call for an expenditure in the next ten years of $18,489,000, exclusive of land purchases.
After considerable delay resulting from complications arising in connection with a new plan for financing state buildings, we are now about ready to proceed again with the planning of our Science and Fine Arts buildings, and we are hopeful that an architect will soon be appointed to develop plans for an expanded Student Union. For the 1959-61 biennium, requests have now been approved by the Board of Regents and the Coordinating Committee which, in addition to the above, would permit the building of a $2,500,000 general all purpose classroom building, and a $2,000,000 Mathematics, Physics, and Engineering Building, in addition to funds to accomplish necessary remodelling.

A building program of the proportions outlined above calls for a long range campus development plan. Obviously our present 30 acres on the Kenwood campus are completely inadequate to cope with the needs of this institution. For many months now, staff studies have been undertaken with a view to designating a purchase area for the University. A sketch plan relating to this matter, as well as to other aspects of the enlargement of the campus, should be available this fall, and become the basis for policy decisions related to campus planning. Such a plan will consider not only the need for additional space for academic buildings, but also land needed to provide adequate parking, to provide adequate facilities for physical education and recreation and other auxiliary activities of the University. Once a purchase area has been designated, then the University should begin to acquire property in such an area as it becomes available and not wait until an emergency forces more drastic measures. On this point it should also be said that the Kenwood neighborhood is entitled to learn from the University what its intentions are. There are other institutions in the area also engaged in planning, whose efforts need to be coordinated with ours, while private citizens who own their own residences are also entitled to hear from us what we intend to do. May I caution therefore that the absence of any concrete manifestation of progress
in the development of a campus plan thus far should not be interpreted as an
indication of lack of attention or concern over this matter. So important, in
fact, are the decisions which need to be made in this area that all possible
information should first be made available before decisions are reached. We shall
soon have such studies completed and these will provide ample opportunity for
discussion at the appropriate time.

Student Activities.

One final area of University activity should concern us during the coming
year. We have not yet found a satisfactory approach to the financing of our
student activities. The kind of self support that student activities enjoy on
the Madison campus will not be possible here for some time. In some areas, such
as intercollegiate athletics, it is doubtful whether a completely self supporting
program can ever be developed. We should, however, make every effort possible to
find the means of financial support for all worthwhile student activities. Nor
should our failure to be completely self supporting lead us to a hasty abandonment
of programs that we feel are advantageous for us to continue.

We need also to make progress as soon as possible in providing substantially
improved facilities in our Student Union. The present facility planned for a
student body of 1700 students is woefully inadequate and is not conducive to the
development of a campus spirit difficult at best to achieve when 85% of the
student body commute daily from their homes to classes. The UW-M budget request
for 1959-61 carries an item which would permit segregation in the second year of
the biennium of a sum sufficient to add substantially to our present Student Union
plant. The students at the UW-M need encouragement from the faculty on both the
development of a sound student activities program and Student Union expansion.
Conclusion.

I have attempted to sketch for you in broad terms some of the problems with which we should be concerning ourselves in the years ahead. Seldom has an opportunity been given to an institution such as the one we have here in Milwaukee. The need for greater educational opportunity has been clearly established. There is a strong determination on both the Madison and Milwaukee campuses to provide such an opportunity. With proper interpretation the general public will also in time respond to this need. There is no better place to invest the resources of this state than in its young people. And with the determination that has thus far been manifested by all to create an institution of quality and strength in Milwaukee, there can only be a bright future for us in the years which lie ahead.