PROPOSED REVISION

MISSION STATEMENT for THE UNIVERSITY OF WISCONSIN-MILWAUKEE

The interests of the State of Wisconsin are best served by the continued development in its major metropolitan area of a nationally recognized University with excellent and varied programs of instruction, research, and public service appropriate to a major unit of the University of Wisconsin System. The University of Wisconsin-Milwaukee, recognizing that the progress of an urban community depends upon a sophisticated and knowledgeable citizenry, reaffirms its commitment to provide the opportunity for a high-quality liberal education. Since our complex urban society requires ever greater numbers of technically skilled men and women, UWM must also offer a wide range of professional programs at the baccalaureate and post-baccalaureate levels for those who wish to learn new skills or update old ones. In addition, many metropolitan Milwaukee area residents lack the time and money necessary to attend a resident campus and UWM must therefore continue to meet the diverse and growing educational needs of these citizens.

Essential to UWM's mission is its research program. The new knowledge needed to solve the critically important and interrelated problems of our cities, our environment, and our social institutions must, in large part, come from systematic investigations carried on by trained scholars. UWM-based scholars have already made significant contributions in many areas, but additional doctoral programs must be developed if UWM is to maximize its usefulness to
Wisconsin and the nation. In developing and funding new programs at the doctoral level, emphasis will be given to several broadly defined multidisciplinary areas of excellence. This, then, is the mission of the University of Wisconsin-Milwaukee: to improve and augment its teaching and research programs, particularly those that are relevant to urban communities.

The University of Wisconsin-Milwaukee now offers a wide variety of undergraduate programs and in the future will devote increased attention towards optimizing their effectiveness and quality.

There is a need to expand and revise undergraduate programs in order to reach and serve the student clientele. Too often this has been left to chance, particularly for minority-group and disadvantaged students as well as part-time students and those who must rely upon evening course work. As the only state-supported degree-granting campus of the University System in the most populous area of the state, we recognize our responsibility to the rapidly growing student population. This challenge will be met with a vigorous program of outreach which seeks the cooperation of employers, school systems, and other appropriate organizations.

Coupled with this thrust, we will develop additional programs designed to cope with the retention problems of our students once they have enrolled. We will approach this problem from several directions — development of quality programs of interest to minority groups, continued emphasis on the improvement of classroom instruction, additional advising and counseling services, urban outreach programs, and special attention to the availability of financial aids.

The University of Wisconsin-Milwaukee's mission as related to undergraduate programs is therefore to maintain the high quality of the programs, continue and expand the offerings to meet the needs of the part-time students, bring
program offerings to the community, develop quality programs which have meaning for the minority segments, and provide the supporting resources necessary to retain students who enroll.

A significant criterion of UWM's standing as a major university is the quality of its graduate programs. Advanced professional and research training is necessary to maintain the supply of skilled manpower our society so desperately needs. UWM must provide the essential components required of quality post-graduate programs; adequate facilities and a faculty of vigorous, productive scholars dedicated to teaching and to advancing the frontiers of knowledge.

Professional degree programs are a necessary ingredient of an urban university. Most decisions on professional programs in Milwaukee have already been made. Our offerings in architecture, business administration, education, engineering, fine arts, library and information science, nursing, and social welfare gives us a solid base. Manpower needs call for additional programs in such areas as law, medicine, and the allied health professions. The distinctive features of these programs and the ability of these professional schools to help meet local and national manpower requirements make it imperative that we give them our continued attention.

A Master's degree, especially in the professional fields, is rapidly becoming a minimum prerequisite for employment. Master's programs will therefore be offered in most fields based upon manpower needs, student demand, and University resources. As with the undergraduate programs, however, special consideration will be given to the unique needs of the part-time student. Late afternoon and evening course offerings will be enlarged since the part-time graduate student will continue to be the largest segment of the graduate student population.
UWM already offers the Ph.D. degree in a number of fields. New doctoral programs -- not necessarily Ph.D. programs -- relevant to the needs of the state will be added as demand justifies and resources permit. Particular attention will be given to carefully selected areas of excellence where UWM's unique resources make possible the rapid achievement of national and international distinction for the University.

Four such areas of excellence particularly relevant to our urban industrial society, remain vital ingredients of this plan:

(1) **Urban Studies** - Being an urban university our programs of instruction, research, and public service are inextricably associated with major metropolitan areas and their patterns of human behavior, movement, social organization, transportation, and other urban systems. This area has considerably more breadth than the others, both in terms of the number of related disciplines and the level of instruction. The social sciences, natural sciences, and humanities all have unique roles to play in solving the problems of the city. Both basic and applied work is needed in fields such as anthropology, communication, economics, education, engineering, geography, history, management, philosophy, political science, psychology, sociology and urban affairs. We have made notable progress in this field during the past ten years, but much remains to be done. This solid foundation in the main disciplines is needed if we are to maintain strong professional curricula in architecture, business administration, education, engineering, fine arts, nursing, and social welfare, each with its own special urban emphases.
(2) Contemporary Humanistic Studies and Fine Arts - Our concern here is for humanistic studies in an urban and industrial era. Within this framework we intend to develop an interdisciplinary focus on the contemporary arts and humanities. Prime areas of concentration include comparative literature and criticism, aesthetics, foreign languages, English, and fine arts. Of these, only English has so far been developed to the Ph.D. level though we have sustaining strengths in Twentieth Century literature and in the fine arts.

(3) Lake Studies - Research and instruction on the physical, chemical, and biological events occurring in aquatic environments and the socio-economic importance of water bodies form the basis for this area of concentration. Problems of pollution, for example, deserve special attention. Full development of this field requires strength in chemistry, the biological sciences, geology, geography, and certain engineering specialties, as well as economics and political science. Our Center for Great Lakes Studies is integral to this part of our mission. It already has fostered nationally known contributions in fields such as lake eutrophication, fisheries research, and transportation economics.

(4) Surface Studies - Common interests in atomic, molecular and electronic processes that take place at surfaces unify this cross-disciplinary program. Chemists, physicists, and engineering scientists pool their talents in this area at UWM. There is future promise in the biological sciences as well. Our Ph.D. programs in chemistry, mathematics, and physics
provide strong support for more applied work in several fields of engineering.

The areas of excellence concept is distinctly original with UWM. None of these areas are emphasized by other units of the University of Wisconsin System. By building on existing strengths within the faculty, these areas can be rapidly developed for the benefit of Wisconsin and the entire nation.

For advancement toward our goal of major university status it is necessary to organize a base of 20 to 25 doctoral programs in the basic disciplines and professions. Concentrated graduate development under the areas of excellence will provide much of this base.

As we continue to grow, constant attention must be given other aspects of the overall university plan. In the interests of quality education -- undergraduate and graduate -- we must strive for a more cosmopolitan student body. Our faculty must generate additional support from gifts and grants. And we must continually cooperate and develop more formal relationships with other units of the University of Wisconsin and other educational institutions.

This is our plan for excellence. Successful execution requires consonant additional resources and public support. By continued careful attention to the synergistic relationship between basic and applied disciplines at all levels of training, this University will, in the foreseeable future, attain its goal of becoming one of this country's prominent urban universities.