On February 16, 1959, the President and the Provost appointed a special faculty committee on the future of the University of Wisconsin-Milwaukee. This committee was asked to submit by the Fall its major report covering broad policy questions and weighing the needs and goals of the institution. A preliminary report, for the advice of the Regents and for assistance in the preparation of 1960-61 budget requests, was, however, requested this Spring. It is this latter which we submit for your information.

Successive versions of UW-M budget requests for 1959-61 reflected cuts necessitated by the development of a total University budget policy in response to the realities of politics. The effort to hold the budget line for 1959-60 was particularly harsh on UW-M because the forthcoming biennium had been anticipated as the first opportunity since merger in 1956 to reflect the growing needs of the institution. The Committee, in the short time that has elapsed since its appointment, has therefore sought to isolate what it considers the most pressing items which should be restored to the budget for the second year of the biennium.

We believe that the highest priority for UW-M must be given to the assembling of a faculty of high quality. The distinction of UW-M will flow inevitably from that excellence which the traditions of the University of Wisconsin and the needs of the Milwaukee community demand. Fortunately, the essential character of the faculty in this regard has been repeatedly recognized by the Provost, the President, and the Regents.

The assembling of a faculty of distinction was begun with the merger of the University’s Milwaukee Extension Division and the Milwaukee State College and has been enhanced by faculty additions since 1956. Faculty growth and development have since been demonstrated through expanded and improved course offerings, an increase in research and publication, and a broadening of public service. That community of scholars which distinguishes a university from a collection of teachers has begun to emerge.

For the 1959-61 biennium the UW-M administration, reflecting the judgment of the individual departments, proposed 56 new faculty positions to strengthen and enrich existing programs in Letters and Science, Commerce, and Education, approximately two-thirds of them for the first year. These were stricken during budget revisions. We recommend, as our greatest need, the substantial restoration of these positions to the 1960-61 budget, in addition to any faculty increase needed to meet an expanding enrollment. The proposed faculty additions should be made to the upper as well as the lower faculty ranks and should be so distributed as to capitalize especially on the strength of those departments which promise to bring special distinction to the institution.

For purposes of this recommendation, we interpret the phrase "strengthening and enriching of programs" to mean adequate handling of the increasing proportion of our students in upper level courses, the development of broader and better course offerings, the completion of load readjustment (in hours and students) necessitated by the merger, and selective relief for faculty members to permit community service and research now precluded by an overload of teaching duties. This strengthening will, we believe, begin to fulfill in larger measure the great expectations of UW-M aroused in the community by the merger.
We believe that the following additional recommendations will reinforce the above effort to develop quality in teaching, research, and public service:

A. An increase in the Library's capital account to $100,000 (almost exclusively for book and periodical purchases) and a corresponding addition to the salary and supplies account to permit processing. The Library Committee and the Librarian concurred early in 1958 in the need for an annual capital account of $100,000 for the next ten years in order to place the Library's holdings on an adequate footing. For 1958-59 (actual) and 1959-60 (proposed) combined, the account will total about $76,000, or approximately $124,000 less than suggested. It therefore is imperative to reach the recommended goal immediately. Without an adequate library, UW-M cannot carry out superior instruction nor attract and hold qualified teachers.

B. Such increase in the stenographic and clerical staffs serving the colleges, schools, and divisions (and their departments), as will be necessary to free the faculty from routine chores and provide the opportunity for professional growth. It is economical to use the faculty only on such duties as require their professional competence.

C. An increase in the student help account to supplement the work of the civil service and professional staffs in their more routine functions. We believe that student help dollars are among the University's best bargains.

III

Physical facilities, (that is, adequately equipped classrooms, offices, and laboratories for both teaching and research) while necessarily subordinate to faculty in determining the quality of an educational institution, must not be ignored. This is true if for no other reason than that inadequate space or equipment will seriously handicap the finest teacher and the most resourceful student. To illustrate: the assignment of two and three faculty members to an office appropriate to one cheats both student and faculty of the privacy necessary for counseling, class preparation, and research. We fear that present overcrowding has already seriously diminished faculty effectiveness.

Reorganization of the structure of the Campus Planning Commission, effective July 1, suggests to us the desirability of a complete reexamination and review of the allocation of priorities for UW-M buildings, and to the rank given such buildings in the University's and the State's priority lists. We believe that recent enrollment increases and present space utilization justify a massive assault on the Milwaukee building needs, even if no further increase in students and faculty were expected. Since corrective steps must be taken before proposed buildings can be completed or Downer Seminary buildings remodelled and occupied, we recommend immediate action in rental of space and erection of temporary buildings at the Kenwood site.

COMMITTEE ON THE FUTURE OF THE UNIVERSITY OF WISCONSIN--MILWAUKEE:

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May 28, 1959