The University of Wisconsin-Milwaukee is now in its fourth year of operation. This afternoon I should like to summarize briefly some of our past achievements but more importantly indicate those areas that should concern us in the future planning for this institution. One could point to many evidences of growth during the past three years and I will be specific to illustrate the point. In the first semester of the academic year 1955-56 (the last full year before the merger) there were 3900 full-time day students enrolled in the two institutions. This year almost 5400 full-time day students are enrolled, or an increase of almost 40%. The two faculties prior to merger consisted of 252 members; today there are 382 full-time faculty members at the UW-M, or an increase of 50%. In the last year before the merger there were 93 civil service staff members; during the current year there are 148, or an increase of 60%. The combined budgets of the two institutions prior to merger, exclusive of auxiliary enterprises totalled $2,245,691. Our current budget is $4,333,199, or an increase of over 90%. Faculty salaries have increased 25% in the past 3 years.

These are all indications of substantial growth. But this afternoon instead of looking back, I should like to look ahead and comment on certain specific aspects of our operation. First, some comments on enrollments. Our present still incomplete figures indicate a total of over 9000 persons enrolled at the UW-M distributed as follows:

- Full-time day students: 5375
- Part-time evening credit students: 1389
- Graduate students: 850
- Evening non-credit students: 1458 (1958)
Our full-time day enrollment shows a modest increase of 4%, our evening enrollments are constant, while our graduate enrollments show an increase of 25%. Our day enrollment fell short of our estimate by approximately 200. The number of continuing students and transfers were up to our expectations, but freshman enrollments were below estimates. In fact, some 400 freshmen who were admitted did not appear at registration time and a questionnaire is being sent to this group in an effort to determine the reasons.

Much thought needs to be given by this faculty to enrollment trends, admissions policies and related matters. The office of Institutional Studies of the University has just completed some enrollment estimates for UW-M. We consider these estimates conservative since they are based upon a number of assumptions, a few of which follow:

1. That the drawing power of the UW-M will be limited primarily to students within commuting distance.

2. That present academic programs will attract students in about the same ratio as at present.

3. That there will be no new major programs added.

These studies estimate on a very conservative projection full-time enrollments of 13,490 at the UW-M by 1975, and on a less conservative projection 19,460 by 1975.

These figures are frightening in light of present facilities. Yet, with the increasing concentration of population in southeastern Wisconsin, the increasing upward curve of college age population in Wisconsin and the increasing value which society is attaching to a college education, these figures are not at all unrealistic. In light of these facts we need to examine our admissions policies. This faculty through its Admissions Committee has already had discussions on this matter. The question is again on the agenda for this afternoon’s meeting. The Board of Regents through its committee on the
Future of the University is also addressing itself to the question of admissions at its meeting later this month. Whatever decision is reached it would indeed be a misfortune of the highest order if lack of facilities and limited funds would become primary factors in limiting enrollments at UW-M. Were this to happen, then the hopes and aspirations of those responsible for creating this institution four years ago would be dealt a resounding blow. Certainly all who are able and willing should be given the opportunity of a higher education and it should be our objective to constantly work toward this goal in whatever manner seems most appropriate.

These comments bring me logically to a consideration of our physical plant. A program of crash proportions needs to be brought into being in order to remove present deficiencies and at the same time take care of future increased enrollments. We have not yet broken ground on a single new building even though we are in the fourth year of merger. Even the addition of temporary structures which we had hoped would be completed by the opening of school this fall have been delayed because of factors beyond our control. It is not my purpose today to belabor the reasons for delay in our permanent building program. However, discussions about the future site of the University of Wisconsin-Milwaukee, uncertainties about financing of State buildings, and delays in the State Architect's office have all contributed to our problem.

There is no denying that these delays have been costly. In 1956 we had 45 sq. ft. of instructional space per student. During the current year, even with our temporaries and the conversion of the women's locker room into offices and classrooms, we have only 39 sq. ft. of instructional space per student. Thus, we have lost ground consistently in the last four years. The above figures are all the more significant when compared with the 63 sq. ft. of instructional space per student that the Coordinating Committee for Higher Education has recommended for the UW-M. Great strides need to be made therefore
if we are to meet Coordinating Committee standards and keep pace with increasing enrollments. At least 25 to 30 million dollars in expenditures for buildings, exclusive of land purchases for parking and recreation, and exclusive of Union and dormitory construction, should be made in the next ten years. The Campus Planning Committee in Milwaukee has given considerable thought to our building needs and has recently recommended the following buildings for the six-year period 1959-65. (Not in order of priority).

For Downer Seminary purchase – remodelling and furnishing $1,770,000
For Science facilities 4,350,000
For Fine Arts facilities 2,908,000
For General Classroom facilities 7,000,000
For Mathematics, Physics and Engineering 3,100,000
For Library addition 1,500,000
For Physical Education facilities 2,500,000
For 1st Unit of Student Union 850,000
For Service Building, Heating and Utilities Extension 1,415,000

$ 25,393,000

I should like to make some comments about some of our most immediate projects. It is now our hope that the Downer Seminary facility will be ready for occupancy in September of 1961. Considerable thought will be given in the next twelve months to the possible use of this space. Plans for the Science Building (1st Unit) at an estimated cost of $2,600,000 should be completed within the next 30 - 60 days. The Heating Plant plans are now being reviewed to provide more adequate heating facilities for future buildings. Plans for the first unit of the Fine Arts building should be completed during the coming year so that we can proceed with this construction sometime during the fiscal year 1960-61. The Student Union building committee has
been reactivated and should soon have completed a program statement for the first unit of the new Student Union. We shall soon appoint faculty committees for the General Classroom building, and for the Mathematics, Physics and Engineering buildings, our next two projects on the UW-M priority lists.

Of particular significance as far as our general planning is concerned, will be the completion of the over-all campus plan for UW-M presently being prepared by Professor Leo Jakobson, Institutional Planner for the University, and his staff. It is our present intention to present this plan to the Board of Regents when they meet in Milwaukee in December. Prior to that time there should be ample discussion of it by many groups here in Milwaukee.

While the development of our physical plant must be identified as one of our most critical areas, we should not lose sight of other aspects of our growth. Certainly the employment and retention of top-quality faculty should be uppermost in our minds at all times. Over 125 new positions have been created in the past four years. Almost 40% of the members of the faculty this year (170 by count) were not on the faculty of either the State College or Extension Division prior to the merger.

I have been consistently impressed by the high caliber of those whom we have been able to attract to this institution. I can detect at many points an intellectual ferment and scholarly attainment that is all on the credit side. Yet we must face up to the fact that we are in a highly competitive situation. Not only are other institutions competing for our people, but so are industry and government. A recent study of the National Education Association showed that the holders of Ph.D's of newly employed college teachers had increased 25.2% since 1953, while those of the newly employed teachers with less than the master's degree had increased 23.1% in the same period. Our salary position here in Milwaukee has shown some improvement. Salary increases of approximately 15%, 2% and 8% have been distributed in the first three years
of the merger on an across the board and merit basis. The current year salaries at Milwaukee are as follows on an academic basis:

<table>
<thead>
<tr>
<th>Professor</th>
<th>$9394</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Professor</td>
<td>7986</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>6567</td>
</tr>
<tr>
<td>Instructor</td>
<td>5374</td>
</tr>
</tbody>
</table>

The Board of Regents at its August meeting again went on record in support of salary increases and is requesting of the legislature for its consideration next month an additional $2,633,000 which represents an increase of approximately 1½%. The Governor, too, in the last few days has indicated his support of additional funds for salary increases. Our legislators should be contacted to support a salary program that will hold our good people and at the same time assist us in attracting outstanding persons from other institutions to this campus.

There are other aspects of faculty growth and development that we should be encouraging. We urgently need to improve the physical surroundings in which our faculty can work. Our building program should provide not only additional space for classrooms and laboratories, but adequate space and facilities for the faculty to carry on their own scholarly work and conduct activities related to their teaching functions. Our new Science building is designed to accomplish some of these purposes and other buildings should be planned with this objective in mind.

Our library collection should also be substantially augmented if scholars are to be attracted here. This year's doubling of the capital budget is a step in that direction. It is also important that University research funds be continued to be made available to Milwaukee faculty, and that Milwaukee faculty members in turn take advantage of the total resources of the University in this regard. We should in the next few years make concerted efforts to identify projects and activities which foundations will be prepared to support, for in this area we have been woefully inactive. In short, while bricks and
mortar can add to the beauty of our surroundings, a great university stems from the eminence of its faculty and this should always be a central and not a peripheral concern of ours.

Now I should like to say a word about our educational offerings. Our additions since the merger have been modest. This in itself should not be too disturbing. A great deal of attention has been given in the last three years, not so much to the adding of new programs, but to the strengthening and enriching of existing programs. Our offerings at the senior college level in particular have been expanded. Students majoring in departments have a much wider selection of courses than they had three years ago, and faculty members have been given much greater opportunity to develop courses in their own area of specialization. In the second semester of last academic year, to be specific, 542 courses were offered for credit as compared to 428 in the second semester of the first year of the merger - (1956-57).

Yet we must be prepared to recommend and defend the addition of new programs at both the graduate and undergraduate level in the years ahead. The demands being made by society upon universities generally and more specifically the demands which this community is making upon the UW-M for expanded offerings are going to increase with each passing year. One danger we will face in this regard is to yield to the pressure of being all things to all people. Let us not permit anxiety to compel and eagerness to please to cause us to engage in a lust for academic power. For the universities of today have a more important task than to merely be the servants of society. We should aim at all times to be respected, not to be popular, and this we can do by performing those functions which only a university can perform and no one else, and reserving to other educational institutions the responsibilities that are not properly those of a community of scholars organized to promote the cause of learning and scholarship. The State of Wisconsin, and especially this part of the State, is blessed
with a wide variety of post high school opportunities of a vocational, technical and proprietary nature. This gives us the opportunity to confine ourselves to those functions which are in keeping with the legitimate role of a University in modern society. It is in this broad context then that we should consider new programs and ask ourselves these specific questions:

1. Is there a real need for the program under consideration?
2. If so, is the UW-M the best institution to implement this need?
3. Are sufficient funds available to make possible a top quality program, for in the pursuit of numbers let us not forget the pursuit of excellence.

Then finally the UW-M must meet its public service function in an increasingly effective manner. Universities are not just centers for the instruction of the young, nor significant centers for the conduct of research, but should be "foci for a wide variety of intellectual activities linking town and gown in an upgrading of community living". The Wisconsin idea which the University of Wisconsin was instrumental in developing and perfecting should become an organic part of educational planning here at the UW-M. We should develop a close partnership with the people of this area and their needs.

In this regard I would hope that we would do more than mirror the profile of the community. We should provide a laboratory where new ideas can be tested and thus serve as an instrument of public service. Already significant beginnings have been made in such fields as urban studies, public administration, the arts, world affairs, school curriculum research - to mention just a few. I believe we can perform these functions without being accused of operating academic service stations or making diverting excursions down the road of vocationalism. It is possible, in fact, desirable, for the University to operate in the market place and integrate knowledge with life without jeopardizing its primary role, namely, the pursuit of truth and the engagement of scholarly activity on the part of its faculty. Thus while we at all times
should be engaged in a vigorous enlargement of all branches of knowledge and provide a broadly based curriculum for the many, we should also respond through service to the needs of the community, and in every possible manner play a decisive role in advancing the cause of democracy and the free institutions that are identified with it.

I should express the hope, therefore, that much thought be given during the coming year and years to come to the role that this institution can play in serving the needs of the young people and adults of this area. The Committee on the Future of the UW-M appointed last spring for the purpose of identifying the role that this institution can play, will report to you, the University administration, and the Regents from time to time during the coming year on these matters. Many of our other faculty committees will also be concerned with these matters.

May I simply add in closing that the opportunities that are before us are not given to many faculties. In a sense we are a new institution, but then again we are an integral part of a great University that has distinguished itself over the years and has a world renowned reputation in the fields of teaching, research and public service. We should tap the resources of our University wherever they can be of help to us, but at the same time we should in time identify a role for the UW-M which is unique and which will give it its own personality and distinctiveness. Integration was never intended to mean likeness and similarity, rather it was designed to make available to the unit of the University in Milwaukee those elements that have over the years contributed to the University's greatness in the hope that there would emerge therefrom an institution that would in its own right and in its own way promote the cause of learning and scholarship with all that this implies.

So as we begin our fourth year here at the UW-M let us set our sights high. Our reach may exceed our grasp, but let it never be said that we failed for want of vision.