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The University of Wisconsin-Milwaukee: The First Sixty Years, 1956-2016

John H. Schroeder

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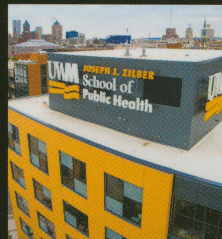
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The University of Wisconsin-Milwaukee

The First Sixty Years, 1956–2016



John H. Schroeder

The University of Wisconsin-Milwaukee: The First Sixty Years, 1956–2016

The University of Wisconsin-Milwaukee opened its doors to 6,195 students in September 1956. Established in the wake of World War II and the Korean War as millions of veterans pursued college degrees, UWM faced challenges and responsibilities unique to a city-based newcomer in Wisconsin's system of higher education.

Against a backdrop of intense scrutiny by educators and politicians, the fledgling UWM seemed to fight above its weight class, providing opportunities for a distinctive set of students and steadily forging a reputation as an important Milwaukee institution.

In this expansive history, author John H. Schroeder chronicles UWM's bold mission as Wisconsin's sole public, urban university, accessible to Milwaukee students underserved by more expensive private colleges and more distant universities such as the University of Wisconsin in Madison, as well as students with ties to family or job responsibilities in the city.

"By the late 1950s and early 1960s, an entirely different vision of the urban university had emerged in the United States," Schroeder writes. "The champions of the modern urban university movement believed that urban universities should not be intellectually and socially isolated ivory towers of learning and scholarship, but instead an integral part of their cities, serving their communities in innovative and unprecedented ways."

In his narrative, Schroeder centers each chapter largely on the accomplishments and struggles of UWM's nine chancellors. His vantage point is unique: In his forty-two years as an educator at UWM, Schroeder was a professor of history and a vice chancellor before serving as chancellor himself from 1990 to 1998.

With fine detail and a clear-sighted approach, Schroeder charts the milestones of UWM's sixty-year journey. Those milestones include the following events:

- The transformative \$100 million building boom from 1964 to 1973, which produced more classrooms, a new library, and residence halls for twenty-one hundred students
- The often-confrontational student strikes and demonstrations of the civil rights and anti-Vietnam War movements in the 1960s
- The transfer of the American Geographical Society's priceless collection of maps, atlases, globes, books, journals, and photographs from New York City to UWM's Golda Meir Library
- The launch of WUWM radio, a charter member of National Public Radio and today a highly regarded Milwaukee media outlet
- UWM's designation as a NCAA Division I institution
- The rise of UWM's status as a prominent research institute, capped by its recognition in 2016 by the Carnegie Classification as a Level I research university

"By 2016," observes Schroeder, "UWM had fulfilled the goals and many of the dreams of its founders," establishing itself nationally as a top-tier research university, while promoting far-reaching student access and community-wide engagement.

"UWM had made a profound impact on greater Milwaukee in innumerable ways. Through university programs and partnerships, and the individual efforts of countless members of its faculty and staff, the university had, over the years, positively affected most every aspect and element of life in Milwaukee."

The University of Wisconsin-Milwaukee

The First Sixty Years, 1956–2016

John H. Schroeder



Milwaukee, WI

The University of Wisconsin-Milwaukee: The First Sixty Years, 1956–2016

by John H. Schroeder

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This book is dedicated to J. Martin Klotsche,
a treasured friend and mentor.

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Foreword

Access. Research. Discovery. Innovation. These are the key themes I spoke of in late 2015 during my inauguration as the ninth chancellor of the University of Wisconsin-Milwaukee. Underpinning those themes is the basic principle of the Wisconsin Idea—that the university should improve people’s lives beyond the classroom. Charles Van Hise, the author of the Wisconsin Idea and the longest-serving leader (1903–1918) of the University of Wisconsin, declared that he would “never be content until the beneficent influence of the university reaches every family in the state.” I wholeheartedly share this view and strive for the day when UW-Milwaukee impacts the lives of every family in Wisconsin. We are making excellent progress.

There are nearly 30,000 UW-Milwaukee graduates from the past five years alone who are powering the state’s workforce, economy, and communities. Add to that the more than 80 percent of our 183,000 living alumni who remain in Wisconsin and who have had remarkable impact on organizations in our community, region, and world. Our reach and impact expanded in 2018 as UW-Waukesha and UW-Washington County joined UW-Milwaukee as part of the restructuring of UW Colleges and UW-Extension.

Our dual mission of access and research has enabled us to establish an international reputation for excellence in research, community engagement, teaching, and entrepreneurship. Today, we are the state’s only public, urban research university and one of only 115 research universities in the nation with a Carnegie Classification of Institutions of Higher Education highest research activity (R1) designation. Achieving R1 was, indeed, a proud moment in our history and a testament to the extraordinary impact of UWM’s faculty, staff, and students over many years.

There also are stark challenges facing higher education today. While change is inevitable, current and future challenges are and will be unprecedented. Demographic shifts, the increasing cost of technology, and the digital divide have changed how we look at enrollment and deliver our programs. The pendulum has swung to where many in society question the value of higher education. Over the past three decades, there has been an undeniable decline in state funding support across our nation, which has been most acute in the last ten years. True to form, we have drawn upon both our history of transformation and the ingenuity, savviness, and scrappiness that are part of UWM’s DNA to address these challenges.

What follows within these pages is a sixty-year history of UW-Milwaukee, as written by John Schroeder, a former UWM chancellor and professor emeritus of history. Arriving at a crucial time in the life of the university, this book provides an insightful account of UWM’s transformations. As Dr. Schroeder points out, there have been considerable challenges along UW-Milwaukee’s path to becoming a R1 university. Yet, rising to those

challenges with steady leadership and foresight, UWM has prevailed, again and again meeting the needs of Wisconsin.

Channeling the wider view, the remarkable people of UW-Milwaukee continue to address regional, state, and societal issues with aplomb. Their ingenuity brought us the inception of the Lubar Entrepreneurship Center, Freshwater University, and the Connected Systems Institute—all of which involve considerable partnerships across the university and state, have student and employment impact, attract philanthropic support, and set the course of UWM's future.

As we move through the twenty-first century, the Wisconsin Idea will undergird our collective and most critical role: to realize the unequalled promise of our citizens and communities.

Mark A. Mone, PhD

Chancellor

University of Wisconsin-Milwaukee

February 16, 2018

Preface

In 2012, Chancellor Michael Lovell and Provost Johannes Britz asked me to consider writing a historical sequel to *The University of Wisconsin-Milwaukee: A Historical Profile, 1885–1992*, by Frank A. Cassell, J. Martin Klotsche, and Frederick Olson. I accepted the project and began the research. However, it soon became apparent to me that a history of UWM covering only the two decades since 1992 was not a viable topic. Instead, I subsequently decided to write a modern history of UWM, from its beginning in 1956 through 2016. This project crystallized in early 2016 when the Carnegie Foundation classified UWM as one of the nation's Level I research universities, the most prestigious classification available. Out of more than 4,600 institutions of higher education in the United States, UWM now stood as one of only 115 universities in this category. In other words, UWM had become one of the top major universities in the country. Remarkably, most of these universities had existed for decades—and in some cases, centuries—before UWM was established in 1956. My goal, then, was to write a history for the general reader explaining how, in the relatively short span of sixty years, UWM achieved this remarkable distinction.

Once into my research, I was struck again and again by the many obstacles and considerable opposition that UWM has had to overcome during its sixty-year history. From the beginning, UWM has benefitted from capable leaders and committed employees, as well as the advocacy and support of many political, business, and community leaders. At the same time, however, UWM's aspirations of becoming a genuine major university have been opposed in various ways by some politicians, state bureaucrats, and officials of the University of Wisconsin System. After World War II, there were strong forces in the state that simply did not want to see a large, comprehensive university, much less a major research university, in Milwaukee. With the exception of a few brief periods, UWM has always faced substantial political, administrative, and fiscal headwinds that have made the attainment of Research I status in just sixty years all the more noteworthy.

One challenging aspect of writing this book was the fact that it was about a university at which I had been a faculty member for forty-two years, including playing significant roles in the school's history between 1985 and 1998—first as vice chancellor for academic affairs (or provost) for five years, and then as chancellor for eight years. Other than recounting several personal anecdotes, I have tried to deal with the years in which I was vice chancellor or chancellor by refraining from making subjective judgments about my personal role and sticking as much as possible to the factual record.

As a succinct, popular history, this book does not include traditional scholarly features such as footnotes or a formal bibliography. Since this account is an institutional history, I relied primarily on official university sources, such as official reports, budget and enrollment figures,

institutional publications, and statements by respective chancellors and other university leaders. Most helpful was the *UWM Report*, as well as publications from the UWM Graduate School, the UWM Foundation, and the UWM Alumni Association. Invaluable for statistical information was the *UWM Fact Book*, published annually by the university's Office of Assessment and Research. However, I want to acknowledge that in the first two chapters, covering the period from 1956 to 1990, I relied extensively on the earlier *Historical Profile* of UWM, an authoritative text written by three of the school's American historians. I also want to recognize the writings of UWM's first chancellor, J. Martin Klotsche, and in particular, his *University of Wisconsin-Milwaukee: An Urban University*.

I also appreciate the support that I have enjoyed in preparing this book. At the outset in 2012, then-Chancellor Lovell and Provost Britz strongly encouraged and supported this project, which was later endorsed by current Chancellor Mark Mone. Critical to the project has been the role of the UWM Foundation, which generously agreed to fund the book's publication, and the support of UWM Vice Chancellor Tom Luljak, who offered useful suggestions along the way. Claude Schuttey, UWM's director of institutional planning, furnished important factual information about the university's buildings and physical plant. At the UWM Foundation, President David Gilbert provided valuable information about the foundation's evolution, and Tammy Eichberger, manager of administrative services, offered key research assistance. Especially helpful as well was Mark Harris, UWM vice provost for research, who contributed essential data to the project.

At the Golda Meir Library, the Archives Department staff first assisted my research by helping me locate important institutional sources. Later, the Interim Head of Archives, Abigail Nye, and one of her capable assistants, Ashlie Biddle, took on the daunting task of identifying, classifying, and digitizing most of the photographs in this book.

The manuscript has benefitted from the comments and insights of several readers, including Provost Britz, UWM Professor of History Amanda Seligman, and my wife, Sandra Schroeder. I was also very fortunate that Kurt Chandler, the former editor-in-chief of *Milwaukee Magazine*, served as the editor of the book. As the experienced professional that he is, Kurt offered suggestions that strengthened the book's content, and editorial comments that clarified numerous points in the text.

Last but not least, my thanks goes out to designer Kate Hawley, whose talents were instrumental in designing the book's pages and cover, turning a typewritten manuscript into what you now hold in your hands.

John H. Schroeder

December 2017

CHAPTER

1

1956–1973





Growing Pains / 1956–1973

CHAPTER ONE

The modern history of the University of Wisconsin-Milwaukee dates back to 1955 when a merger of the Wisconsin State College, Milwaukee, and the University of Wisconsin Extension Division in Milwaukee created the new university.

While the University of Wisconsin-Milwaukee is a relatively young institution, the roots of post-high school education in the city can be traced back to 1880 and the establishment by the Wisconsin Legislature of the two-year Milwaukee State Normal School, which in turn emerged as the Milwaukee State Teachers College in 1927 following a major reorganization of the system. Although renamed in 1951 to become the Wisconsin State College, Milwaukee, it continued to be commonly known by its former name.

Meanwhile, a few University of Wisconsin faculty members had begun traveling to Milwaukee in the 1890s to offer college courses. But it wasn't until 1907 that the Milwaukee office of the UW-Extension Division was created. The Extension Division in 1923 instituted a formal, two-year liberal arts program in Milwaukee for high school graduates, along with programs in engineering, commerce, and pre-professional fields. Students were expected to finish their degrees at the main campus in Madison after two years of classes in Milwaukee. In 1928, having moved to a building at the intersection of N. Sixth and W. State Streets, the division began offering evening and day courses to working adults and college-age students.



Opposite: UWM Campus, circa 1956.

Mitchell Hall, formerly the main building of Milwaukee State Normal School, circa 1915.

After World War II, millions of returning veterans supported by the GI Bill produced an unprecedented number of new college students in the United States. Some states created new institutions to accommodate the additional students. In Wisconsin, the University of Wisconsin and the existing colleges of the Wisconsin State Teachers College System attempted to absorb these students, but it soon became apparent that in Milwaukee neither the State Teachers College nor the UW-Extension Division could meet the burgeoning higher education needs of the city and its citizens. Nevertheless, in spite of considerable public and political support, several forces delayed the creation of a comprehensive public university in Milwaukee for almost a decade. Above all, political support in the state capital at Madison was lukewarm. Moreover, the Wisconsin State Teachers College System and the University of Wisconsin each sought to prevent the other from controlling public higher education in Milwaukee. In addition, various interests from outside of Milwaukee feared and opposed the creation of a public university in Wisconsin's largest city. However, after several unsuccessful attempts, the governor and legislature finally approved the merger in 1955. The new university would not be part of the Wisconsin State Teachers College System. Instead the merger placed the new University of Wisconsin-Milwaukee under the direct control of the University of Wisconsin-Madison and its Board of Regents.

The UWM campus on Milwaukee's East Side in 1956, the first year of classes.



Without great fanfare or most students taking much notice, classes began in September 1956. The goal and the dream of the Milwaukee leaders who had supported the creation of UWM was to build a major public university that would serve the higher education needs of Milwaukee and its citizens. No one quite knew precisely what it meant to build a major university, but three things were clear: First, the new university had been formed to provide access to well-qualified Milwaukee students who were not being served by the University of Wisconsin or local private universities—both eighteen- to twenty-two-year-old students who could not afford to leave Milwaukee and older students whose family or job responsibilities tied them to Milwaukee. The latter group typically included part-time working adults who attended classes in the late afternoon or evening. Second, to achieve this access, the new university would need

to offer a wide array of undergraduate and graduate programs in the arts and sciences as well as professional fields such as engineering, commerce (business), nursing, education, and library science. Third, the new university's undergraduate and graduate programs would need to be of an academic quality comparable to that of the programs offered at Madison.

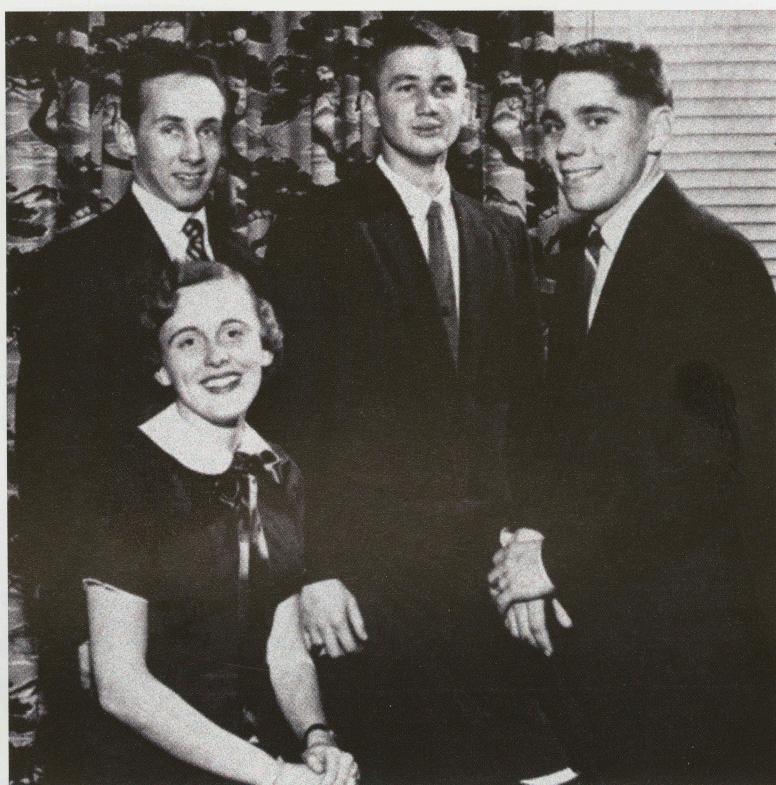
In 1956, the press of immediate practical matters meant that there was not time to dwell on the long-term goals of the university. J. Martin Klotsche, the president of the Milwaukee State Teachers College, was named provost of UWM, reporting directly to the president of the University of Wisconsin, E. B. Fred, who also appointed other key UWM officials. Myriad operational and administrative issues also needed to be addressed by faculty and staff members from the State Teachers College and Extension Division, most of whom did not know each other. Complicating matters further was the fact that the new university actually consisted of two physical campuses three and one-half miles apart: one on E. Kenwood Boulevard on the residential East Side of Milwaukee and one in a building at N. Sixth and W. State Streets near downtown Milwaukee. To deal with this separation, classes were scheduled to begin on the hour in the Extension building and on the half hour on the Kenwood campus, with shuttle buses carrying students between the two locations. It was not uncommon for students to begin their class day on one campus and end it on the other.

J. Martin Klotsche was named provost in 1956 and UWM's first chancellor in 1965.





Left: Civic Center campus in downtown Milwaukee.



Right: Jim Cleary (far right), a member of UWM's first graduating class.



Jim Cleary was one of the students affected by the merger. He had enrolled at the State Teachers College in 1955. Now, in September 1956, he was a sophomore at UWM. He lived at home and worked to pay his expenses. The year before, his tuition had been \$71.50, which included rental textbooks. Now it was \$90, which did not include books. As a halfback on the football team, Jim was no longer playing in a green-and-white uniform for the Green Gulls. UWM teams were now known as the Cardinals, with athletes sporting red and white. Like so many UWM graduates, Cleary spent his entire business career in Milwaukee. He also was active in the UWM Alumni Association and a fervent supporter of UWM athletics over many decades.

With operational details of the merger mostly resolved, at least temporarily, officials turned to the pressing question of the university's permanent location. Should the school remain on the State Teachers College campus on Milwaukee's East Side or be moved to a new and more spacious location in western Milwaukee County? After several years of discussion and disagreement among different groups, the UW Board of Regents affirmed that the main campus of UWM would remain on the East Side Kenwood campus. To facilitate immediate expansion in 1958, the Board purchased 8.6 acres and the buildings of the Milwaukee-Downer Seminary just north of Mitchell Hall along N. Downer Avenue and south of E. Hartford Avenue. At the time, the seminary was a college prep school for young women. The decision to remain on the landlocked East Side had both positive and negative implications. Although it severely restricted the future physical expansion of UWM, it simultaneously ensured that UWM would remain in Milwaukee, thereby retaining a vital connection to the city and its citizens rather than become a suburban university.

From the beginning, Klotsche embraced and then championed the idea that UWM would not seek to be a traditional university, but instead what soon would be known as an urban university. "The urban university should develop a close partnership with the people of the area and

their needs," according to Klotsche. "It should become the brain of the commonwealth and the laboratory in which popular government can be tested." Although he did not have a preconceived plan, Klotsche believed that an urban university should have certain characteristics that would differentiate it from older, more traditional universities: First, UWM would not be an academic ivory tower. Instead, it would have close ties to the city of Milwaukee. Second, UWM would serve not only traditional eighteen- to twenty-two-year-old undergraduates, but older, working, so-called non-traditional students as well. Third, in addition to traditional disciplines, UWM would offer new and innovative programs that were especially designed for its urban setting.

In its initial years, UWM faced the challenge of merging two very different institutions. The Milwaukee State Teachers College had long emphasized teacher education. In addition to training primary and secondary school teachers, the college offered highly regarded programs in arts and music education as well as in exceptional education, which included preparing teachers of the mentally handicapped and hard of hearing. In contrast, the Milwaukee Extension Center provided two-year programs in the liberal arts and sciences, engineering, commerce (business), and pre-professional fields. Housed on different campuses and coming from different educational backgrounds, the two faculties were initially leery of one another. Since those who taught at the Extension Center were virtually all graduates of the UW-Madison campus, they embraced the high academic standards and, according to some, the intellectual snobbery of that

Class of older, so-called non-traditional students.



institution. In contrast, State Teachers College faculty, some of whom lacked doctoral degrees and did not conduct research, feared that the perceived higher academic standards of the extension faculty would threaten their own status, promotions, and salary increases.

Under the leadership of Klotsche, most of these differences disappeared within a decade. Of particular importance in smoothing the transition was the quick and dramatic growth of UWM between 1956 and 1962. In these years, student enrollment grew by 50 percent, from 6,177 to 9,354. The size of the faculty grew by 167 percent, from 150 to more than 400. The many new faculty members had no ties to either the State Teachers College or the Milwaukee Extension Center. Instead, they were recruited from the best doctoral programs in the United States, including those at UW–Madison. As a result, most aspired to work at a university with academic standards similar to those of the graduate programs in which they had been trained. Put simply, this meant that research and scholarship were as important to these new faculty members as teaching. Moreover, many of these new faculty wanted to teach graduate as well as undergraduate students.

Some members of this first generation of new UWM faculty members spent only a few years in Milwaukee before moving on, but many others spent their entire careers at UWM, thus creating a powerful foundation that would shape and influence the development of UWM as a research university. This generation of new faculty members included many who went on to truly distinguished careers. This group was personified by Reginald Horsman, Robert Turner, James Marshall, Henry Hoge, and Jack Wasserman in the humanities; Neil Tappen, Wilder Crane, John Bibby, Paul Lydolph, and Nancy Lurie in the social sciences; and Richmond McQuistan, Leonard Parker, David Lichtman, and Frederick Bagemihl in the sciences.

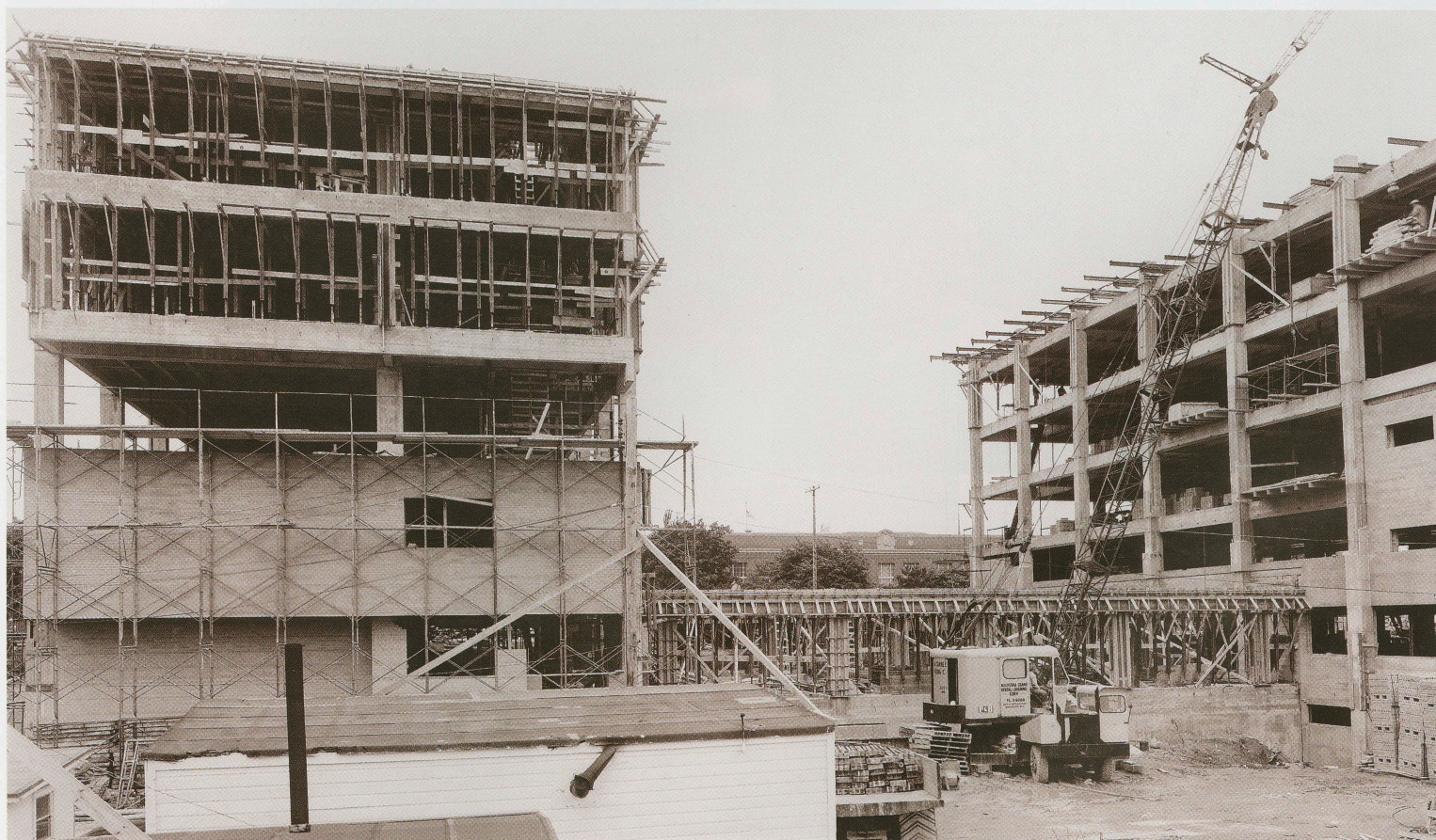
From 1956 to 1961, the size of the faculty grew from 150 to more than 400 instructors.



These new faculty members and many who joined them in the 1960s and 1970s insisted on the development of an institutional infrastructure that would support their research and scholarship as well as their teaching. For example, the library would need to acquire not only instructional materials but also a collection of books, journals, and reference sources that would support scholarship in the humanities, social sciences, natural sciences, and professional fields. Likewise, the natural sciences would require not just teaching laboratories, but also well-equipped laboratories devoted to research.

From 1956 to 1962, the University of Wisconsin kept UWM firmly under its administrative thumb. Essentially, the institution operated as a branch campus of Madison, and with very limited autonomy. Klotsche reported to the Madison campus, not directly to the Board of Regents, and important budget, faculty, and academic program decisions were all controlled by Madison. UWM had only two colleges or schools: the College of Letters and Science and the School of Education. Academic programs in engineering and commerce (business) were operated as branches of their respective departments in Madison, with the expectation that UWM students would transfer and finish their work at UW–Madison after they had completed two years in Milwaukee. UW President Fred and many of his faculty members feared that if UWM became a major, comprehensive university it would eventually detract from and weaken the state university in Madison. As a result, there was very little new construction at UWM. By 1963, only the first phase of construction on the Fine Arts Center and Lapham Hall, the home of several science departments, had been completed. New schools and colleges were needed but not created. Although willing to permit some program growth at the undergraduate level in Milwaukee, administrators at the Madison campus strongly opposed the creation of new master's programs or any doctoral program at UWM. Between 1956 and 1962, new master's

Construction site of Lapham Hall in 1960.



programs were approved in only five departments: political science, history, psychology, English, and applied mathematics.

Some community leaders and many UWM faculty objected strongly to this severely limited mission. For example, Frederick I. Olson, professor of history, chaired a campus committee that studied the future of UWM, and in 1960 recommended the rapid development of graduate programs in order to fulfill the promise of the merger that had created the school.

Initially, the Olson Report had little impact, but a historical turning point occurred in 1962 when Fred Harvey Harrington became the new president of the University of Wisconsin. A sharp-minded, aggressive, and expansive man, Harrington viewed the university's future very differently than his predecessors. Embracing the demographic trends of the 1960s, Harrington believed that the University of Wisconsin was best promoted by building new four-year campuses in Green Bay and Kenosha, new two-year centers around the state, and dramatically strengthening UWM. Harrington reasoned that this strategy would broaden support for UW and increase the number of state legislators willing to approve the university's budget requests.

Harrington and Klotsche quickly created a twenty-five-point plan for UWM's development, which called for UWM to become a major university within twenty years. Critical to the plan was the rapid development of new graduate programs, including PhD programs; new stand-alone academic units; and greatly expanded physical facilities. The increasing autonomy of the campus was also recognized when Klotsche formally became its chancellor in 1965.

Between 1962 and 1966, the Regents approved eight new academic units: the School of Fine Arts, the School of Business Administration, the College of Engineering and Applied Science, the School of Social Welfare, the School of Nursing, the School of Library Science, and the School of Architecture and Urban Planning. The creation of the UWM Graduate School in 1966 shifted the administration and control of graduate education from Madison to Milwaukee. Critical to the university's future was the development of UWM's first PhD programs. As a step toward a target of twenty to twenty-four doctoral programs, UW regents approved PhD programs in mathematics, geography, psychology, botany, political science, English, physics, anthropology, and economics.

Klotsche believed that fine arts offerings both filled a need and provided an opportunity for UWM. He championed the creation of the School of Fine Arts and supported Adolph Suppan as its founding and longtime dean. The third school created at UWM, the School of Fine Arts included the departments of art, music, dance, and theatre. Later it

would add a film program and establish an art museum. Together these arts programs created an important nucleus for the growth of a vibrant creative and performing arts scene in Milwaukee.

From the outset, UWM sought to create high-quality undergraduate programs. In 1960, the Honors Program was established. Fourteen years later, with UWM having achieved a widely recognized mark of academic distinction at the undergraduate level, it was granted a campus chapter of Phi Beta Kappa, the oldest and most prestigious academic honor society in the United States. At the time, only two hundred of the nation's more than three thousand colleges and universities—and fewer than one hundred public universities—had a campus chapter.



Fred Harvey Harrington, president of the University of Wisconsin System from 1962 to 1970.



Top: Then-Senator John F. Kennedy is greeted at UWM during a campaign stop.



Bottom: Longtime School of Fine Arts Dean Adolph Suppan, right, at graduation ceremony.

An often overlooked but important event occurred in 1964 when the largely student-run radio station WUWM-FM 89.7 signed on the air. Seven years later in 1971, the campus radio station became a charter member of National Public Radio and within a decade was well on its way to becoming one of the most respected media outlets in Milwaukee. In 1980, the station connected by satellite to NPR and then in 1984 expanded its reception area by increasing its signal to 15,500 watts.



Production studio of WUWM-FM radio.

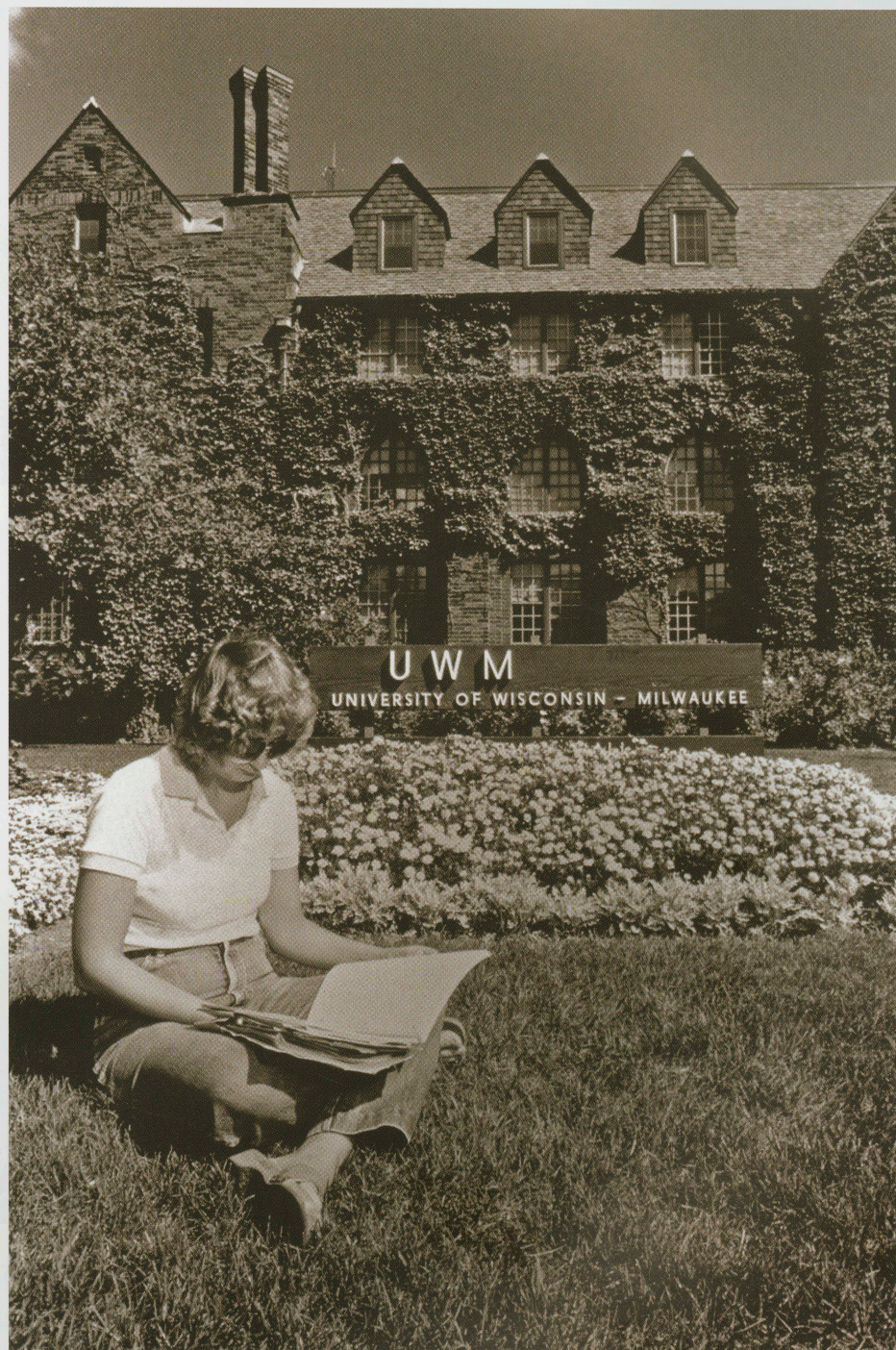
With these new schools and colleges, doctoral programs, and numerous master's programs, UWM became a large university. But its future as a *major* university remained threatened by the Wisconsin Coordinating Council on Higher Education (CCHE). The CCHE had been created by the legislature in the 1950s to control competition between the University of Wisconsin System and the State Teachers College System, and to restrict program duplication among the two systems' campuses. The CCHE also sought to control higher education through the bureaucratic mechanism of approving new programs and defining campus missions.

In 1968, the staff of the CCHE recommended rejecting two newly proposed PhD programs at UWM and revising the school's mission. Instead of striving to achieve major university status, recommended CCHE staff, UWM should seek designation as a high-quality urban university. This represented a major threat to UWM's aspirations, given that the university needed doctoral programs to attract high-quality faculty and graduate students and compete successfully for extramural research funding.

A sharp battle ensued as UWM faculty and administrators organized community opposition to the CCHE proposals. Eventually, the CCHE conceded that UWM should aim to become a major *urban* university, but stopped short of encouraging it to become a major *doctoral* university. Its use of the word *urban* was widely interpreted as merely a face-saving device for the council that would have no substantive impact on the future of UWM.

To achieve their ambitious goals for UWM, Harrington and Klotsche understood that the campus needed to be transformed physically. The result was an unprecedented building boom. Between 1964 and 1973 when Klotsche left office, the state spent more than \$100 million to acquire land, construct new buildings, and remodel existing facilities. In 1964, UWM acquired the 6.3-acre University School campus west of N. Maryland Avenue and south of E. Hartford Avenue, as well as the 43-acre campus of Milwaukee-Downer College along E. Hartford and N. Downer Avenues. The well-known women's college then merged with Lawrence College in Appleton. During this period, construction seemed endless as the following new buildings opened: Bolton Hall, the Physics Building, the Engineering and Mathematical Sciences Building, and a new library. In 1970, to temporarily house the Department of Psychology, the university constructed the so-called Temporary Building that would stand for years before it was demolished. The North, West, and South Towers of the Carl Sandburg Residence Halls were built to house twenty-one hundred students. Other projects granted final approval or put under construction included Enderis Hall, the Nursing Building, the second phase of the library building, and an expansion of the UWM Student Union. For students and employees, the inconvenience, noise, and disruption were constant. At one point, the *Milwaukee Journal* commented that the "concrete never sets on Klotsche's empire."

Academic accreditation is important in the world of higher education because it sets an accepted standard for academic quality. As the university developed new programs, administrators sought accreditation through organizations in their respective disciplines or professional fields. UWM had not yet achieved accreditation from the North Central Association of Colleges and Schools because the campus was generally viewed as a branch of the University of Wisconsin. However, UWM needed to achieve independent accreditation as a step toward achieving major university status. The process itself is time-consuming and tedious, and requires the preparation of mountains of



The UWM campus on Milwaukee's East Side, circa 1964.



Top: Chancellor Martin Klotsche (far right) with UW Board of Regents members at Lapham Hall groundbreaking.

Lower left: Construction of UWM Student Union, south addition, on Kenwood Boulevard.

Lower right: Site of Sandburg Halls construction, 1968.

paperwork. In 1969, and after years of work, UWM officials learned that the North Central Association had granted the school full accreditation as an independent university.

The long-term road to achieving major university status was accompanied by an ongoing debate on campus and in the community about the primary academic mission of UWM. Chancellor Klotsche was an enthusiastic proponent of the urban university, but what in fact was a major urban university? And what, specifically, was its special urban mission? A precise definition of these terms did not exist in the 1950s and 1960s. Was an urban university simply a large traditional university that happened to be located in a major city such as UCLA in Los Angeles,

the University of Washington in Seattle, or the University of Minnesota in Minneapolis? Or was an urban university a different and unique type of university with a special mission to serve its urban community and its citizens with an array of new and innovative programs? Wayne State University in Detroit offered a national model of such an institution in the 1960s, a time when Detroit was a premier American city and its automobile industry was at its height.

Obviously, UWM had been created to serve both traditional and non-traditional students who were unable to attend UW–Madison for financial reasons or because personal, work, or family obligations tied them to Milwaukee. They constituted a large group of eighteen- to twenty-two-year-old full-time students as well as a large number of older, working adults, most of whom were part-time students who took classes during the late afternoon or evenings. Educational traditionalists argued that both these student groups would benefit most by taking undergraduate and graduate classes at UWM that were comparable to classes in the same traditional, academic fields offered at Madison. In order to achieve this high level of quality, UWM's academic programs would have to be staffed by faculty members who were not only good teachers, but also productive researchers and scholars. Traditionalists insisted that UWM could best serve Milwaukee by producing well-educated graduates. With their undergraduate and graduate degrees in hand, these alumni would become leaders in Milwaukee's public affairs, business, industrial, educational, artistic, and social services sectors.



However, by the late 1950s and early 1960s, an entirely different vision of the urban university had emerged in the United States. The champions of the modern urban university movement believed that urban universities should not be intellectually and socially isolated ivory towers of learning and scholarship, but instead an integral part of their cities, serving their communities in innovative and unprecedented ways. Principally, such schools should offer, but not confine themselves to, educational programs in traditional academic and professional disciplines. That meant creating programs in new fields specifically tailored to the needs of their urban communities and constituencies—fields such as urban affairs, urban education, and

Professor Leon Schur (front row, left) listens to Milwaukee Mayor Henry Maier, a guest speaker in his UWM classroom.

urban health sciences—as well as new programs in traditional disciplines such as urban history, urban sociology, and urban political science. For example, in the biological sciences, a program on Great Lakes Studies seemed particularly appropriate given Milwaukee's location on Lake Michigan. Another example can be found in the way UWM tailored the field of architecture to its urban mission with the creation of the School of Architecture and Urban Planning. Moreover, champions of the urban university movement argued that faculty research and student training should also focus on issues affecting their urban communities. Some envisioned the new urban university as a kind of high-level social service agency that would actively address the needs and problems faced by their cities. Locally, Milwaukee was seen as a laboratory in which such research and training would take place.

The debate to define the urban mission and character of UWM continued for three decades and well into the 1980s. Chancellors, the Board of Regents, UW System administration, faculty members, and students and community leaders all weighed in at various times on the issue. Neither side prevailed completely. The traditionalists defended, expanded, and strengthened many of the school's time-honored academic and professional disciplines. At the same time, advocates for a new kind of urban university also were able to create and build strong programs in fields that had not even existed in the early 1950s. As a result, vibrant new programs emerged in urban affairs, urban education, and urban planning, while traditional disciplines such as history, political science, geography, and sociology began to reflect strong urban emphases. In addition, the university created the Division of Urban Outreach in 1974 to offer non-credit and continuing education courses designed to meet the specific needs of different Milwaukee constituencies. Differ as they did about the direction of the university, both the traditionalists and the advocates for a new kind of urban university concurred on



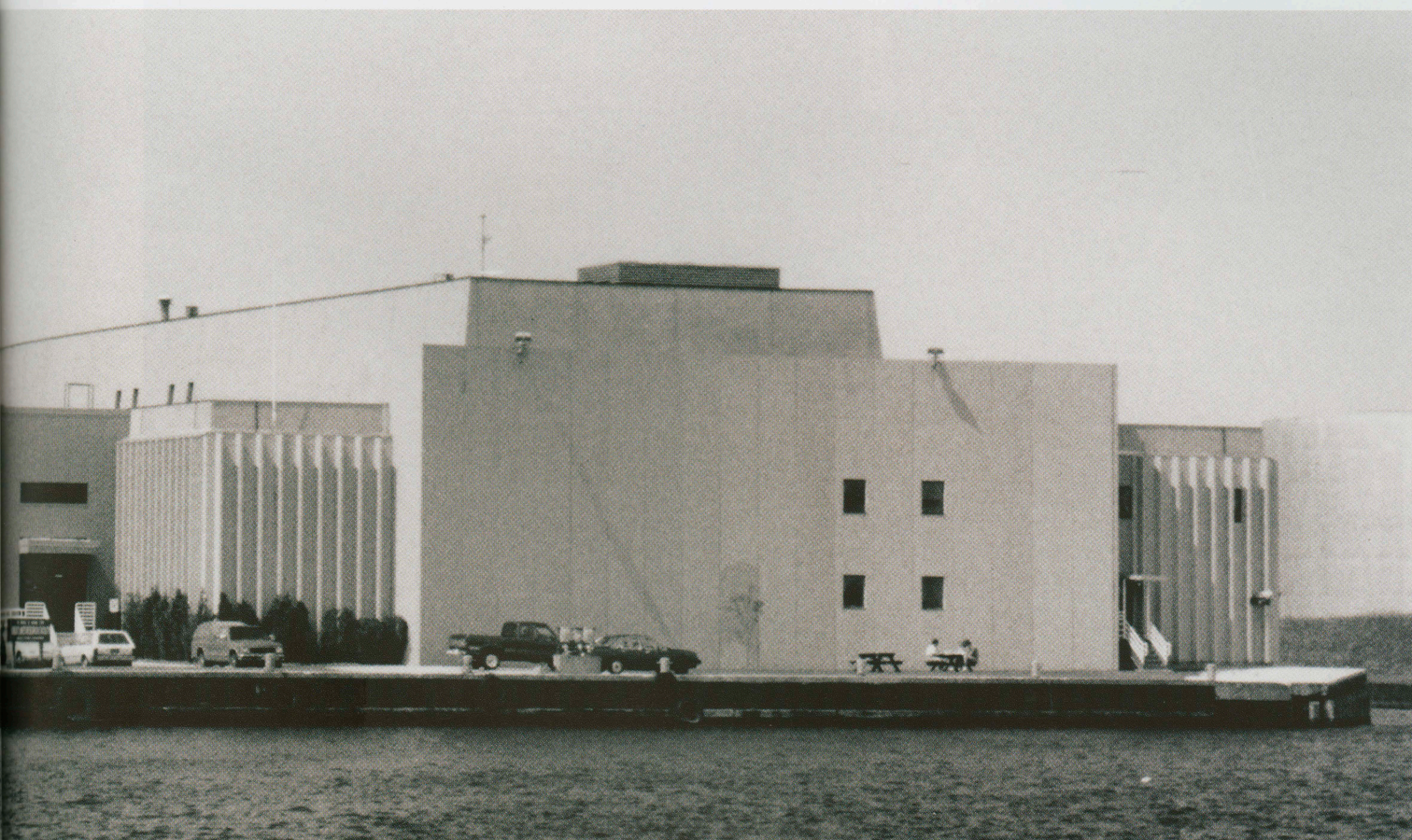
*Great Lakes Research Facility in
Milwaukee's Harbor District, 1964.*

the importance of building UWM's capacity for theoretical and applied research in their respective fields.

The Harrington Era of the 1960s represented the greatest period of growth in UWM's history. In 1962, UWM's enrollment stood at 9,354 students. A decade later, it had grown at a dazzling rate to more than 23,000. In 1962, the campus offered few master's and no doctoral programs. It generated little extramural research funding and attracted few private contributions. Its administration, faculty, and most of its academic programs were controlled in Madison. In 1970, when Harrington resigned as president of UW–Madison, UWM was close to achieving autonomy and well on its way to becoming a major university.

However, serious new challenges emerged. By 1970, the political and fiscal environment for public higher education had changed dramatically. The great era of expansion and unquestioning support for public universities was over nationally and in Wisconsin. The late 1960s witnessed an ever-increasing level of campus activism nationwide as student protests, demonstrations, and strikes engaged thousands of students and spread to hundreds of campuses. At first peaceful, these activities became more confrontational and at times even violent. The main flashpoints were the war in Vietnam and racial inequality and poverty in the United States. After 1965 as the Vietnam War escalated and became more unpopular, anti-war activity spread quickly to hundreds of campuses and generated large anti-war rallies in the nation's capital. At the same time, violent race riots erupted in numerous American cities including Philadelphia, Detroit, and Washington, DC.

In spite of the rancor and tension in the late 1960s, the student protests produced change by broadening access to universities in Wisconsin and across the nation. In the protests, African American, Hispanic American, and Native American leaders and students all complained loudly



that universities were not serving their educational needs. Enrollment figures confirmed that allegation. At UWM in the early 1960s, minority students constituted only 1 percent of the student population. In response, different student and community minority groups pursued what became an effective strategy: protests were followed by students' successful attempts to occupy campus buildings—and in some cases, the chancellor's office—to present their demands. After numerous cycles of confrontation and negotiation, UWM created the Center for Afro-American Culture, which became the Department of Afro-American Studies; the Spanish Speaking Outreach Institute; and the Native American Studies Program. Another program, the Experimental Program in Higher Education (EPHE), offered an innovative and effective way for UWM to provide admission to educationally disadvantaged students of all races. Founded by Ernest Spaights, professor of education (and later, assistant chancellor), EPHE admitted students whose records did not meet UWM's regular admission requirements but nonetheless seemed motivated and capable. EPHE then furnished academic advisors and services specifically designed to address the students' academic deficiencies.

The political situation in the United States reached a boiling point in the spring of 1970 after President Richard Nixon stunned the nation by announcing that he was sending US troops into neutral Cambodia to destroy the North Vietnamese Communist supply network there. Protests erupted on campuses around the country as thousands of anti-war activists demanded that American troops be withdrawn immediately. On May 4, the situation turned violent when the Ohio National Guard killed four students and wounded nine others on the campus of Kent State University. Shortly thereafter, police killed two black anti-war protesters at Jackson State University in Mississippi.

Hundreds of students and faculty at UWM protested the events in Cambodia and at Kent State. On May 6, at a large anti-war rally held on the lawn of Mitchell Hall, student and faculty activists demanded that UWM join a national strike by suspending classes

*Chancellor Martin Klotsche
addresses student protesters, 1968.*





Top: Education Professor Ernest Spaight (center, right) during occupation of the chancellor's office by protesters, 1970.

Middle left: Campus press conference held by black student protesters, 1969.

Middle right: Black students demonstrate in the UWM Student Union, 1969.

Bottom: Hispanic student demonstration, attended by Milwaukee police officers, 1970.



Left: During a 1970 UWM student strike, anti-war protesters march on Kenwood Boulevard.



Right: Anti-war protesters assemble along North Downer Avenue in the spring of 1970.

and other university activities. However, the UW Board of Regents ordered all campuses to remain open and classes held. At UWM, Chancellor Klotsche reaffirmed the Regents' position while permitting peaceful protest and dissident activities. He encouraged peaceful debate and discussion while warning that those who disrupted university operations would be subject to disciplinary action. Almost immediately, the situation deteriorated as a few individuals smashed windows and destroyed property. Protesters occupied the student union. Picket lines were set up to block parking lots and construction sites. Protesters also attempted to close the university by disrupting individual classes. Students attempting to attend their classes were confronted by activists attempting to intimidate them. Many ugly scenes ensued. In some cases, near riots occurred as protesters were confronted by students who were war veterans and who deeply resented their antagonists' anti-war efforts. In response, Klotsche declared a state of emergency that allowed the removal from campus or arrest of outside agitators who were not from UWM. Although the university remained open, many classes simply did not meet during the final days of the spring semester. Because



final exams were not held in many classes, students ended up getting the grades that they had earned at the time their classes were suspended. The intense events of May 1970 also destroyed personal friendships and opened wounds that would fester for years.

With the end of the academic year in 1970, campus protests dissipated and tensions cooled over the summer. Yet, whatever their views on the war in Vietnam, a majority of Americans and public officials thought that the behavior and demands of the student protesters had gone too far and that many seemed to be out of control. Moreover, university administrators were viewed by many as compliant, docile, and unwilling or unable to control the protesters or restore order on their campuses. A critical moment came in August 1970, when four student activists at UW–Madison set off an explosion in the Army Mathematics Research Center housed in Sterling Hall that killed a young researcher and wounded several others working there.

Clearly, it seemed time to clamp down not only on student activists but on the universities in which they operated so freely. Many believed that it was time not only to tighten

control of universities but also to reduce the level of generous state financial support they had previously received. These attitudes were reinforced by a national economy suffering serious problems throughout the 1970s. In Wisconsin, fiscal constraint and accountability would become the order of the day for the next decade and beyond.

Questions also emerged about the extent to which a state the size of Wisconsin could afford to maintain two large public university systems, the University of Wisconsin System and the Wisconsin State University System. The issue came to a head in 1971 when incoming Governor Patrick Lucey, a Democrat, proposed that the four campuses of the University of Wisconsin System be merged with the eight campuses of the Wisconsin State University System. According to Lucey, the merger would control the costly duplication of programs and eliminate political rivalry between the two systems. The new unified system would be directed by a single board of regents and overseen by a central administration headed by a president to whom all campus chancellors would report. Although opposition was strong, Lucey's plan became law in 1971.

For UWM, the merger was a mixed blessing. The legislation clearly established UWM's independence from Madison. And since the only two doctoral campuses in the new system would be those in Madison and Milwaukee, the goal of major university status for UWM had been reaffirmed. At the same time, to control program duplication, the merger legislation specified that with the exception of Madison every campus in the system would be required to define a mission built around specific program areas. The requirement represented a potentially serious long-term threat to UWM given that if its mission was defined too narrowly, the future development of the campus would be seriously constrained.

UWM administration and faculty leaders responded by constructing a mission statement that identified four (later increased to five) peaks, or areas, of excellence: Great

Governor Patrick Lucey proposed the merger of the UW System with the Wisconsin State University System.



Lakes Studies, Urban Studies, Contemporary Humanistic Studies, and Surface Studies. Accepted by the UW System Board of Regents, this statement staked out areas that permitted wide programmatic latitude in the sciences, social sciences, and humanities. Great Lakes Studies and Urban Studies included multiple disciplines and were obvious areas of emphasis given UWM's history and location. Contemporary Humanistic Studies drew from the outstanding English Department and the School of Fine Arts. Surface Studies brought together physicists, chemists, and engineers to explore the effects of forces such as lubrication, oxidation, laser beams, and air pollution on various surfaces. Later, Architecture and Urban Planning was added as a fifth peak of excellence as it was the only such school in Wisconsin.

After his long and distinguished administrative career, Chancellor Klotsche resigned in 1973 to return to faculty duties in the History Department. He had served for twenty-seven years as head of UWM and one of its predecessor institutions, the Wisconsin State Teachers College, Milwaukee. Known simply as Joe, the affable Klotsche was always approachable and had been the only leader UWM had known during its first seventeen years. More than any other single individual, Klotsche had shaped the mission, the physical campus, the programs, the faculty, and the organization of UWM. Although the object of periodic criticism by some faculty, Klotsche had provided continuity and a steady hand during a time of great change and uncertainty. Klotsche clearly was a champion of UWM's development into a leading urban university. But his approach was always open-minded, flexible, and non-dogmatic. That is, he supported the growth of new and innovative programs that addressed the school's urban mission while simultaneously fostering excellence in its basic academic disciplines. After all, Klotsche had earned his PhD at the University of Wisconsin in the very basic discipline of history.



The renowned Fine Arts Quartet was founded as a resident performing arts group at UWM in 1963.

CHAPTER

2

1973–1990



UNIVERSITY of WISCONSIN
MILWAUKEE



Expanding the Horizon / 1973–1990

CHAPTER Two

Chancellor Martin Klotsche's resignation created considerable anxiety and uncertainty on campus. While some feared the changes that a new chancellor would bring, others welcomed change. And while some hoped for a chancellor who would help UWM fully realize its potential as an innovative urban university, others believed the institution needed a chancellor who would develop its full research potential.

After a national search conducted by a campus search and screen committee, the UW Board of Regents selected Werner A. Baum as UWM's second chancellor in 1973. A native of Germany, Baum had received his undergraduate and graduate degrees from the University of Chicago, had a strong background in scientific research, and was a nationally known meteorologist. He had also served as a dean at Florida State University and as president of the University of Rhode Island.

The selection of Baum made a clear statement about the direction of UWM. He was a serious scientist and traditional academic who believed that research, particularly research in the basic sciences, was the best standard against which to measure institutional excellence. He also believed that exceptional teaching in traditional fields, combined with the production of rigorous research and scholarship, was the best way for a university to serve its students and the community. Skeptical of educational innovation, Baum said on numerous occasions that the word *urban* should not be placed in front of *university*.



Chancellor Werner Baum, UWM's second chancellor, with his wife, Shirley Baum.



Left: Vice Chancellor for Academic Affairs William L. Walters.



Center: William F. Halloran, dean of the College of Letters and Science.



Right: Dean of the School of Business Administration Eric Schenker.

At the outset, Baum reappointed a number of administrators who went on to provide important academic continuity to the university in the 1970s and beyond. Vice Chancellor for Academic Affairs William L. Walters would continue in that position until 1981. Director of the Golda Meir Library William Roselle would serve until 1989, and Dean William F. Halloran in the College of Letters and Science would remain in his post until the mid-1990s. In 1976, Baum also appointed Eric Schenker, professor of economics, as dean of the School of Business Administration, a position Schenker would hold for more than two decades.

Even as Baum worked to strengthen existing academic programs, he also approved the development of a number of innovative new programs such as Women's Studies. Founded in 1974, Women's Studies responded to an emerging educational need. It grew steadily over the next decade until it housed both undergraduate and graduate degree programs and eventually was renamed Women's and Gender Studies.

However, Baum's emphasis from the beginning was on the growth and development of research, particularly funded research, at UWM. He strove to add graduate—and particularly PhD-level—programs that, in addition to their intrinsic educational value, helped attract top faculty who wanted to work with students at the most advanced level. He also sought to improve institutional resources that facilitated research, including the holdings of the library, computing services, and laboratories in the sciences and engineering. Baum also strengthened the capacity of UWM's Graduate School to better support and foster research with the appointment of George W. Keulks, the associate dean of the College of Letters and Science, a professor of chemistry, and active research chemist, as its dean. Even as he provided the Graduate School with increased funding, Baum pressed for increased research expectations and more vigorous pursuit of outside grants. To that end, the Graduate School added an Office of Research and Sponsored Programs to actively assist faculty members identify and apply for such funding opportunities. As an important incentive for research, the Graduate School established a policy that permitted both individual faculty members and academic deans to keep a portion of the overhead money generated to spend on new research activities.



George W. Keulks, dean of UWM's Graduate School.



Construction of a major addition to the Golda Meir Library, circa mid-1980s.

Although UWM continued to face political opposition and adverse fiscal conditions during the 1970s, Baum significantly improved its research capacity. The university constructed a large addition to the Golda Meir Library; the Curtin Hall humanities building; Cunningham Hall, to house the School of Nursing; and a new chemistry building. The university also added new PhD programs in the geosciences, the biosciences, urban studies, and management science. Between 1973 and 1979, extramural research funding more than doubled, from \$2.2 to \$4.6 million. Although the total dollars seemed small, a significant start had been made to build UWM into a genuine research university.

Baum was also instrumental in achieving a major scholarly coup for UWM. The American Geographical Society had been founded in New York City in the early 1850s, and over the years had accumulated a priceless collection of maps, atlases, globes, books, journals, and photographs that was matched in the United States only by the Library of Congress. However, by the early 1970s, the AGS was occupying an aged and inadequate facility and facing daunting fiscal problems. Recognizing the situation as an opportunity, Baum and UW System President John Weaver, a geographer and a member of the AGS Board of Directors, proposed to move the entire AGS collection to UWM, where it would be comfortably housed on an entire floor in the east wing of the new addition to the Golda Meir Library. The proposal was controversial, but was finally approved after several legal challenges to the move failed. In 1978, sixteen moving vans under police escort transported the collection from New York to Milwaukee. The AGS collection, which includes a number of invaluable maps and globes, and which continues to be housed at Golda Meir to this day, was valued at more than \$30 million. With this single act, UWM established itself as an international center for geographical research.

In addition to strengthening its research capacity, UWM made infrastructure improvements under Baum. The UWM Student Union was expanded, and a number of existing buildings on campus—including several of the historical, red brick Milwaukee-Downer College buildings—were renovated and modernized. A new, large physical education





facility named the Klotsche Center opened in 1977. This multi-purpose building provided long-needed recreation space for students, faculty, and staff, as well as classrooms and practice facilities for several of the school's athletic teams.

In 1974, Baum, Jack Pelisek, and Robert Zigman formed a private foundation to support the university. Pelisek was a prominent attorney and former president of the UW Board of Regents, while Zigman was a Milwaukee public relations executive. The primary function of the UWM Foundation was to raise funds for student scholarships, professorships, and activities that could not be supported by state funds. To oversee the foundation, a board of prominent Milwaukee business leaders agreed to use their influence and financial power on behalf of UWM. The foundation organized annual and deferred-giving campaigns, and in its first annual campaign in 1977–78 raised \$18,000 from 530 donors. From this modest beginning, the foundation would spearhead two multimillion-dollar campaigns in the 1980s.

Chancellor Baum was not personally a warm friend of the urban university mission or a strong advocate of public relations activities. Baum did, however, recognize their importance and took steps to strengthen both functions. He approved the formation of the Division of Urban Outreach, and appointed Professor Martin Haberman as its dean. Baum also reorganized the Division of University Relations, where first Donovan Riley and then Frank A. Cassell served as assistant chancellors, working aggressively to raise UWM's visibility and strengthen its political ties to key Milwaukee political figures. An associate professor of history with an intimate knowledge of UWM, Cassell quickly became an indefatigable champion of UWM in the community.

In late 1978, after only five years at UWM, Baum raised eyebrows on campus when he announced that he was resigning as chancellor to become dean of the College of Letters and Science at one of his previous institutions, Florida State University. Although he had

Opposite top: Moving vans transported an American Geographical Society collection of rare artifacts from New York City to UWM in 1978.

Opposite bottom: The dedication of the new Klotsche Center, attended by (left to right) former Chancellor Martin Klotsche, Professor of History Frank Cassell, and Chancellor Werner Baum.

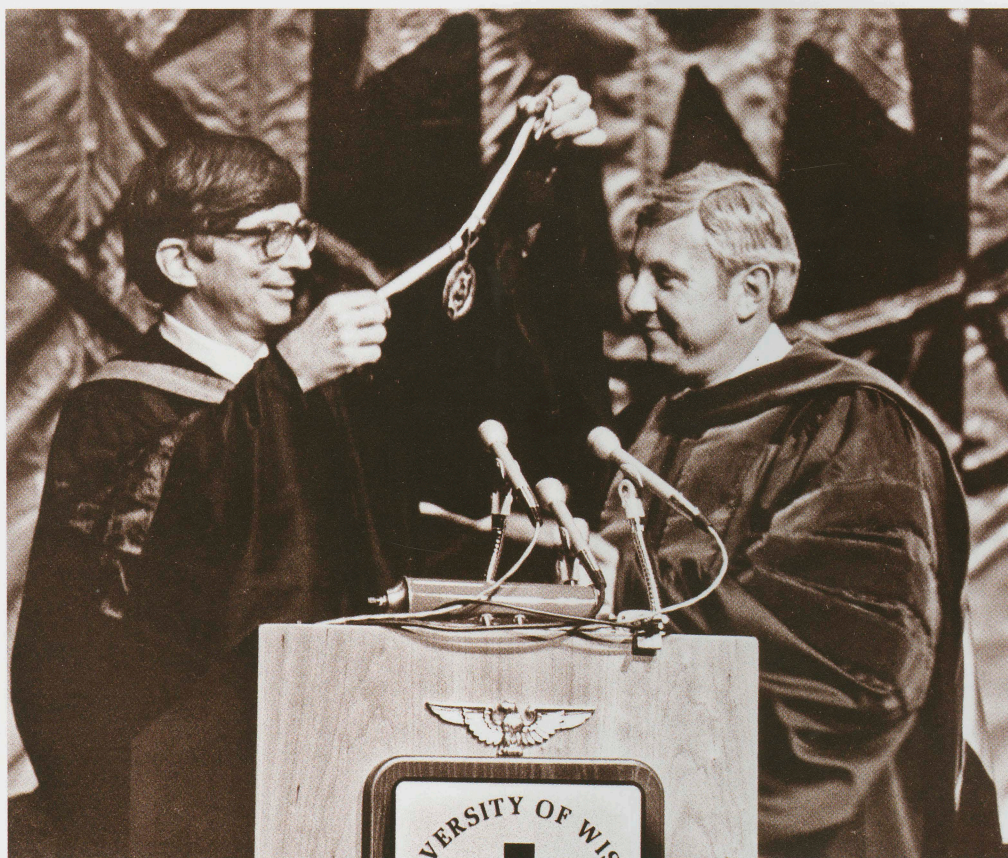
Top: The collection, a national treasure, filled an entire floor of the Golda Meir Library.



Milwaukee education activist Howard Fuller, left, meets with Professor Frank Cassell and others.

made a substantial contribution to UWM, critics claimed Baum had not been aggressive enough when it came to advancing UWM's mission or promoting the school effectively within the UW System. They also claimed that Baum should have done more to increase UWM's enrollment, which stagnated at about twenty-five thousand students between 1973 and 1979. Of particular concern was the fact that graduate enrollment, in spite of Baum's emphasis on research and graduate education, had barely increased, growing from 4,207 to only 4,468 students. Yet, despite such criticism, Baum's focus on research and conservative academic values did, in fact, significantly sharpen UWM's aspirations to become a research university.

Prevailing opinions about Baum shaped the search for his successor. As is often the case when a chancellor resigns, the campus sought a new leader with very different attributes. In addition to seeking someone with a strong academic record and academic administrative experience who could manage the internal affairs of the university, many thought that the new chancellor also needed to be a young, extroverted, energetic individual who would promote UWM aggressively in the community and greatly increase its political influence in the legislature and within the UW System. Professor of Economics Leon Schur, chair of the Faculty Executive Committee, served as acting chancellor for the 1979–1980 academic year, but was not a candidate for the permanent position. For the first time since Joe Klotsche had become UWM's chancellor in 1956 there were two strong internal candidates: William Halloran and Anthony Catanese. Halloran had been dean of the College of Letters and Science since 1972. He was highly respected and generally popular with faculty—an administrator who had professionally managed and fostered numerous programs of national and international distinction in the largest academic unit at UWM. The flamboyant Catanese had been dean of the School of Architecture and Urban Planning only since 1975, but in that short time had enjoyed considerable success in building the school's visibility in Milwaukee and throughout Wisconsin.



UW System President Robert O'Neil, left, at the inauguration of Chancellor Frank E. Horton in 1980.

In normal times, either man might well have been selected as the new chancellor, but the end of the 1970s was not a normal time. Wisconsin's economy, like that of the nation, faltered, as manufacturing jobs disappeared and state tax revenue decreased, leading state leaders to suggest that higher education budgets be reduced, state taxes be cut, and policies be adopted to promote economic development and job creation. Moreover, as a result of a political controversy on campus in 1979–80, UWM was perceived to be a divided and troubled campus. The public controversy erupted when several prominent UWM figures were charged with being involved in a venture known as SAK (Save A Kilowatt) to use university resources to promote an existing energy-saving device that would then be marketed by a newly formed private corporation in which they had interests. The issue was prominently covered by the *Milwaukee Journal* and prompted a large faculty meeting during which numerous faculty members expressed their frustration with the whole affair. Although no wrongdoing was ever established, one academic dean was dismissed and the reputations of several other individuals were sullied.

In this atmosphere, the president of the UW System and members of the Board of Regents turned to someone from the outside who could reinvigorate the university, create strong ties to the business community, and expand the university's political influence. Frank E. Horton was an urban and transportation geographer with a master's and a doctoral degree in geography from Northwestern University. Before coming to UWM, he had served as vice chancellor for Academic Affairs and Research at Southern Illinois University at Carbondale. At age forty-one, Horton was then, and to this date remains, the youngest chancellor in UWM's history. He had a sharp intellect, a dynamic personality, and great energy, and was known as a tough administrator. In order to fully exercise the powers of his office, Horton centralized the chancellor's control over the budget and personnel decisions such as the hiring and promotion of faculty.

Horton used his expanded power to strengthen his administration through key senior appointments. He replaced longtime Vice Chancellor William L. Walters, first with an acting appointment and then with Dr. Norma Rees from New York. When Gilbert A. Lee Jr. resigned as assistant chancellor for Administrative Affairs, Horton appointed Donald G. Melkus in 1984. Horton also appointed H. Carl Mueller as the assistant chancellor for University Relations in 1980.

At the level of academic dean, Horton made decisions that served the university well over the next decade. He retained a number of capable and experienced deans, including William Halloran, in Letters and Science; Eric Schenker, in Business Administration; George W. Keulks, in the Graduate School; Mohammed Aman, in Library and Information Sciences; and Martin Haberman, in Outreach and Continuing Education. Horton also recruited a number of new deans from outside UWM, notably Carl Patton, in Architecture and Urban Planning; Norma Lang, in Nursing; Fred Pairent, in Allied Health Professions; Sam Yarger, in Education; Fred Cox, in Social Welfare; and Charles James, in Engineering.

Horton used his great energy and dynamic personality to raise UWM's visibility and influence by creating strong ties to the community, and especially to Milwaukee's corporate and community leaders. He was a tireless and articulate advocate who represented UWM's interests aggressively within the UW System as well as with members of the Board of Regents and members of both parties in the state legislature. His influence paid off in a number of key battles, the most notable of which was UWM's attempt to create a new PhD program in the School of Nursing. The proposal had considerable support from the nursing profession, the health profession, and Milwaukee community leaders, but it was strongly opposed by UW System and UW-Madison officials. A fierce political battle ensued and eventually the issue reached the Board of Regents. Facing formidable support for the program, the Regents reached a compromise: The Board of Regents approved a PhD program at UWM as well as a hastily drawn-up proposal for a PhD in nursing at UW-Madison. Horton's political influence was also critical in winning salary increases for UWM. Because of a temporary fiscal crisis, UW System faculty and staff members had not received a salary increase during one year of the 1983–1985 biennium. In the tough political battle that followed, the UW System won significant catch-up raises for its faculty and academic staff members. UW-Madison received the largest increases in the 1985–87 biennium, but Horton was instrumental in securing generous increases for UWM, increases that were considerably higher than those received by other campuses in the UW System.

Horton also played a leading role in winning state approval for a much needed, long-range building program. After the campus construction boom of the late 1960s and early 1970s, major new construction had ceased. Making the challenge of new building projects more difficult was the state-approval process, which typically took a minimum of six years and sometimes as many as ten years from preliminary design to the completion of construction. Despite the administrative and political resistance from Madison, Horton won approval for the construction of two new facilities important to UWM's research mission: a much-needed addition to Lapham Hall, which housed science classes, and the third stage of the Golda Meir Library. He also won preliminary planning approval for two new academic buildings and a number of major renovation projects.

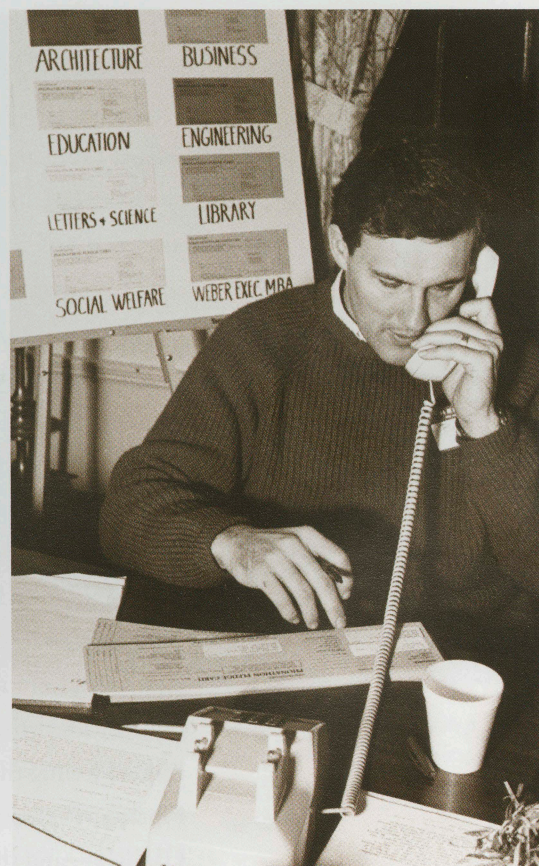
In 1981, the UWM Foundation announced the first major capital campaign in its short history. The \$5 million goal seemed to many to be wildly unrealistic given that the foundation

Opposite:

Top: H. Carl Mueller, assistant chancellor for University Relations, at the UWM Alumni Association Wall of Fame.

Bottom left: Norma Lang, dean of the College of Nursing, with Laurie Glass, professor of Nursing.

Bottom right: Manning the phones at a fund-raising event for the UWM Foundation.



Chancellor Frank Horton, left, with William Roselle, director of the Golda Meir Library and his wife, Marsha Roselle.



was a small organization with virtually no professional fund-raising infrastructure. The campaign, then, would be volunteer driven: Horton and volunteer members of the foundation's board would use their personal contacts to solicit contributions. Making matters more difficult was the fact that most Milwaukee business leaders at the time were not UWM alumni. Since UWM had not established its professional schools, such as its business and engineering colleges, until the 1960s, the great percentage of its graduates had not yet risen into the top ranks of Milwaukee businesses and industries. Nevertheless, Horton and UWM alumnus Roger Fitzsimonds, then president of the First Wisconsin Bank, set out to achieve the goal. Highly respected in Milwaukee, Fitzsimonds was an enthusiastic and loyal UWM supporter who willingly lent his name, his talents, and his influence to the campaign. When it ended in 1984, the Key to the Future Campaign surprised many by exceeding its \$5 million target by more than \$900,000.

As a popular and effective chancellor, Horton became visible in national higher education circles. It was also clear that Horton was an ambitious person who did not intend to remain indefinitely in Milwaukee. Rumors circulated periodically that he was a candidate for the presidency of this or that university. In 1985, one rumor proved true when Horton accepted the presidency of the University of Oklahoma. In his five-year tenure, Horton had been a highly successful leader who had positioned UWM well for continued growth. Internally, he had put together a capable senior management team as well as an array of talented academic deans. Externally, he had greatly strengthened UWM's visibility and political influence while winning approval for a critical long-term capital building program.

Replacing Horton as interim chancellor was Vice Chancellor for Academic Affairs Norma Rees. A nationally known scholar in speech therapy, Rees was a hardworking and talented administrator. However, her ties to the Milwaukee community and its business leaders were limited, a fact that hurt her chances of becoming the permanent chancellor given the strong general feeling that UWM needed a new chancellor who had many of the same attributes as Horton. There was also pressure on the UW Board of Regents to select a person of color as UWM's—and the UW System's—first minority chancellor.

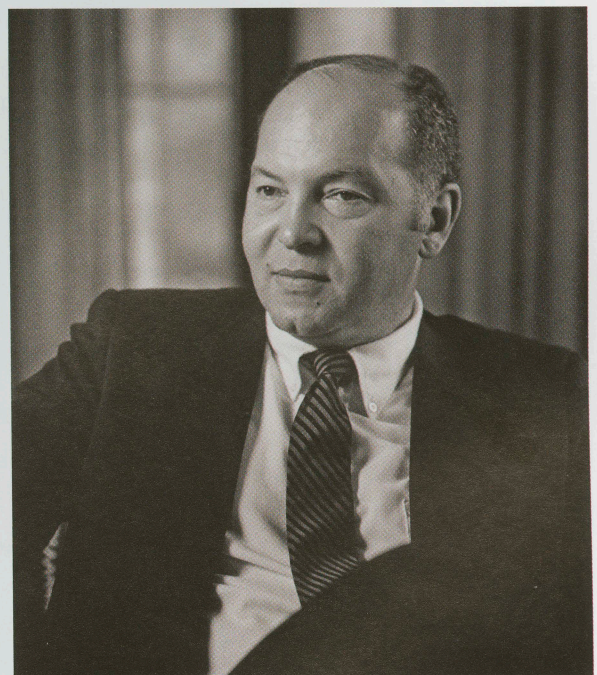


Interim Chancellor Norma Rees.

The person selected was Clifford V. Smith Jr., an African American with a varied administrative background. Smith had earned his baccalaureate degree at the University of Iowa and his master's and PhD degrees in engineering from the Johns Hopkins University. He had worked in both the private and public sectors, had headed the Department of Nuclear Engineering at Oregon State University, and held several other administrative positions there and at the Oregon State System of Higher Education.

When Smith assumed office in the summer of 1986, he brought the talents and perspective of an experienced engineering executive. Smith approached challenges as problems to be defined and solved. Invariably, he asked for options and alternatives, analyzed each, and then adopted those that promised to solve the problem. Smith had a sharp mind and little tolerance for prolonged discussion into the ambiguities or complexities of issues.

Nor did Smith have great patience with or understanding of the UW System's shared governance system. He understood that faculty, students, and the chancellor all had certain powers and rights; however, he did not understand why so many purely administrative decisions required such slow and deliberate consideration by more than one faculty committee or governance body. On more than one occasion, an exasperated Smith noted that while the faculty had powers, the students had powers, the Board of Regents had powers, and the president of the UW System had powers, the Chancellor seemed to have very few genuine powers. Nevertheless, Smith dealt professionally with campus governance groups and personally got along well with students, faculty members, and administrators. Although Smith left Horton's administrative team and cadre of deans largely intact, he replaced Norma Rees with John H. Schroeder, who became the interim—and then the permanent—vice chancellor for Academic Affairs.



Chancellor Clifford V. Smith Jr., the first African American chancellor of a four-year college in the UW System.

*Research was highly valued by
Chancellor Clifford Smith.*



Smith had been associated with a number of research universities and research centers around the United States, and thus brought a strong research orientation to the chancellorship. He believed that teaching and service were important faculty activities, but that it was research productivity that would enable UWM to be recognized as an outstanding university. He was fond of saying that although all faculty taught classes, the most valuable faculty members were those who conducted the most outstanding research, and particularly, funded research. Smith also believed that the core of the research mission rested in the basic sciences, engineering, and the health sciences. To underline this emphasis, Smith partially reorganized the Graduate School to strengthen and further encourage research, and restructured the duties of the dean to include responsibility for campus-wide research. By virtue of his additional roles, George Keulks now became a member of the Chancellor's Cabinet as the Dean of the Graduate School and Research. By 1990–91, UWM was generating more than \$10 million annually in gifts, grants, and contracts.

Although Smith readily acknowledged the value of the arts, humanities, social sciences, and professions, some faculty members in these fields feared being relegated to secondary status. Ironically, one of Smith's most important achievements came in the School of Fine Arts, where UWM had developed one of the top professional theater training programs in the United States. When the director of the program resigned to accept another position, the future of the program was jeopardized. Smith played an important role in raising funds and recruiting a new director to reconstitute this marquee program.

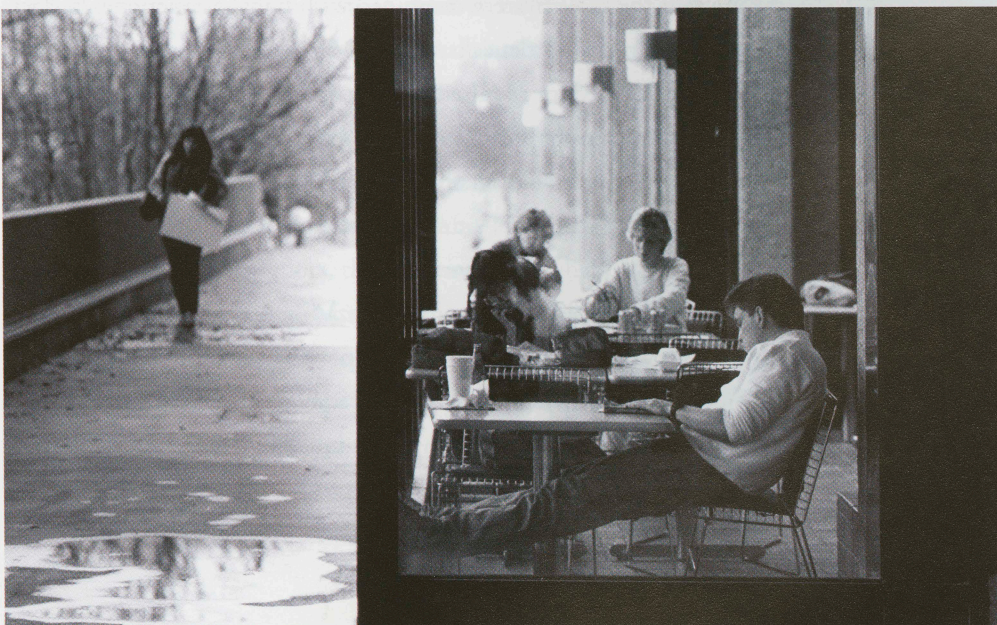
Two areas in which Smith effectively capitalized on the momentum built under Horton were the capital building plan and fundraising. As a result of his successful lobbying efforts with UW System President Kenneth (Buzz) Shaw and the Board of Regents, Smith won final state approval for a new science building and Board of Regents approval to build a new architecture building and a new business building. He also succeeded in gaining approval for several major renovation projects on campus. Furthermore, it was under Smith that the third and final stage of the Golda Meir Library was completed. Since the early 1960s, UWM leaders had given top priority to the library when it came to evaluating the university's academic facility needs. During his long tenure, Director William Roselle had



Tabletop displays on the ground floor of the UWM Student Union.



A newly opened convenience stores in the union.



Students in the union focus on their studies on a damp winter day.

meticulously shepherded the second and third stages of the building through construction, and insisted that the end product be architecturally attractive as well as user friendly. As a result, the Golda Meir Library remains the most iconic building on the UWM campus. It also stands as a symbol of the university's core values. While the most recognizable structure on many university campuses is a large cathedral, an imposing basketball arena, or a mammoth football stadium, the Golda Meir Library stands as the symbolic center of scholarship and learning at UWM.

Smith also proved to be an effective fundraiser and advocate for the university with corporate leaders. Key Milwaukee business executives stepped forward, including Roger Fitzsimonds, Jack Pelisek, Sheldon Lubar, and Dennis Kuester. Although the UWM Foundation's previous capital campaign had just been completed in 1984, the foundation launched a \$10

million campaign in 1986. After three years of hard work, the Foundation announced that it had exceeded its goal by almost \$1 million.

Meanwhile, the appointment of Donna Shalala as the new chancellor at UW–Madison in 1987 would prove to make a positive, long-term impact on UWM. Previous Madison chancellors had all enjoyed long and strong ties to that university, but Shalala had no ties to the flagship campus. She was an aggressive and energetic individual who brought ambitious plans to Madison. She sought to enhance Madison's academic reputation internationally, rejuvenate its anemic NCAA football and basketball programs, and spoke of winning both Nobel Prizes and Rose Bowls. Unlike her predecessors, she was not preoccupied by the aspirations of UWM, and although she effectively recruited students to and raised money for UW–Madison in Milwaukee, she did not try to stifle UWM's growth. As a result, her chancellorship from 1987 to 1993 removed a long-standing, institutional impediment to the development of UWM.

During the 1980s, fiscal constraints remained the order of the day; however, UWM benefitted from a rare and rather extraordinary budgetary windfall late in the decade. By the mid-1980s, student enrollment increases throughout the UW System combined with tight instructional budgets produced enrollment bottlenecks at UWM and other campuses. With a

limited number of class sections offered for required courses, many students had their graduations delayed because they were simply not able to enroll in these classes. On occasion, the *Milwaukee Journal* printed photos of UWM students in high demand disciplines such as business and engineering lined up for hours—and, in some cases, for a full day—before registration opened.

Under the leadership of UW President Kenneth (Buzz) Shaw, the Board of Regents requested funding from the legislature for additional faculty positions to add class sections in high-demand fields. In return, the UW System pledged to establish an enrollment management plan to limit the number of students on each campus and thereby break the troublesome



UWM was allotted seventy-two new faculty positions under the leadership of UW System President Kenneth Shaw.

enrollment bottlenecks. Eventually, Governor Tommy Thompson and the Wisconsin Legislature funded approximately three hundred additional positions across the System. UWM received seventy-two, which it employed not only to break the bottlenecks, but also to increase the number of minority and women faculty on campus.

Smith believed strongly that if UWM wanted to be recognized nationally as a major university, it needed a major NCAA athletic program. For years, the university had competed at the Division III level. The football program had been eliminated for budgetary reasons in 1974, and the creation of an expensive, new Division I football program was out of the question. Instead, Smith believed that UWM should develop Division I athletic programs in men's and women's basketball. To lead the transition from Division III to Division I status, Smith appointed Bud Haidet as athletic director. Haidet proved to be an outstanding selection. He had considerable experience and came from a mid-level Division I program at Miami University in Ohio. Haidet was a thoughtful and strategic administrator who understood that UWM was not going to achieve its athletic aspirations overnight. He recognized that UWM had inadequate athletic facilities and lacked a financial base of support. UWM athletic teams also had little alumni or fan support; its teams typically drew a few hundred fans, at most to their games. Haidet set about putting the pieces of and funding for a successful athletic program in place. He slowly built interest and pride in UWM among students and alumni, and in a critical turning point, convinced the UWM Student Association to devote a portion of the segregated fees paid by all students to the athletic program. He also negotiated an agreement for the men's basketball team to return to the Milwaukee Arena, at the time, the home of the Milwaukee Bucks.

In the spring of 1990, Smith announced that he was leaving UWM to become head of the foundation of the General Electric Corporation. After two relatively short-term chancellors, the question was: what kind of individual did UWM need to lead it through the next decade? Many believed that the new chancellor should be someone who would stay for more than four or five years; in other words, someone who was committed to Milwaukee and UWM over the long term.



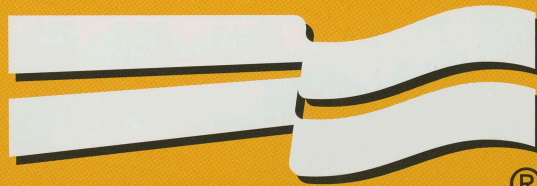
UWM attained Division I status in the men's and women's basketball programs in 1990.

CHAPTER

3

1990–1998

UWM



®



An Historic Landmark: Research Level II Status / 1990–1998

CHAPTER THREE

By 1990, UWM had emerged as a vibrant research and teaching university that was integrally connected to the Milwaukee metropolitan area. It had highly regarded academic departments and many distinguished faculty members who were nationally recognized for their research and scholarship. The university offered more than one hundred undergraduate and graduate programs, including seventeen doctoral programs in traditional disciplines as well as in fields particularly adapted to the urban setting of UWM. True to its founders' dreams, UWM had also awarded degrees to thousands of graduates, most of whom remained in the Milwaukee area to live, work, and enrich the community. In fact, UWM would soon reach an important historical milestone when, in 1991, Lynn Buraczynski received her degree to become the university's one hundred thousandth graduate.

It was this university that welcomed forty-six-year-old John H. Schroeder as its interim chancellor in 1990 and then, in 1991, as its fifth chancellor. What remained for the university was to fully realize the vision of its founders. In spite of its great growth and progress since 1956, UWM was still a young university not yet recognized nationally as a genuine major university. Of particular importance in achieving major university status was the continued growth of research, particularly extramurally funded research typically supported by grants and contracts from government agencies, nonprofit foundations, and private contributors. To that end, UWM would need to continue to overcome financial and political challenges in order to add academic buildings, modernize its laboratories and classrooms, expand its computing resources, and strengthen its library collections.



Chancellor John Schroeder, a professor of history at UWM, with students.



Left: Sandra Schroeder, the chancellor's wife, was assistant dean in the School of Architecture and Urban Planning from 1978 to 2001.



Right: UWM's fifth chancellor, John Schroeder (left) at his 1991 inauguration with former Chancellor J. Martin Klotsche.

In many ways, John Schroeder seemed well suited to lead this phase of UWM's development. Unlike previous Chancellors Baum, Horton, and Smith, each of whom had had extensive outside careers before coming to UWM, Schroeder had spent his entire career at UWM and had been very much shaped by its values and aspirations. Born and raised in the Pacific Northwest, Schroeder had earned his master's and PhD degrees in American history at the University of Virginia before coming to Milwaukee in 1970. Ironically, one of his dissertation advisers at Virginia was Distinguished Professor Norman A. Graebner, a graduate of the Wisconsin State Teachers College in Milwaukee. Schroeder was a well-published historian, an award-winning teacher, and had held various campus administrative positions. In 1985, Schroeder became interim vice chancellor for academic affairs, and later, the permanent vice chancellor under Smith. When Smith resigned in 1990, Schroeder became interim chancellor. In 1991, a Search and Screen Committee headed by Professor Ethel Sloane recommended Schroeder, and the UW Board of Regents, headed by Thomas Lyon, selected him as chancellor.

Although the transition was smooth and support for Schroeder enthusiastic, the new chancellor understood that the road ahead would not be smooth. In his inaugural address in October 1991, Schroeder nevertheless struck a tone of determination and confidence. "As we face the future, we can be sure that many obstacles lie ahead. The 1990s are not likely to be known as flush times for higher education. It will be tempting to recite the real and ready-made excuses we have: low salaries, outdated equipment, short supplies, and tight budgets," declared Schroeder. "As we weigh our situation, however, we would do well to remember our founders. They, too, faced hard times, limited resources, and formidable obstacles. But they refused to let their problems become their epitaph. We must do no less."

Schroeder's rise in the university reflected his steady-as-she-goes approach to administration. He understood that academic excellence could not be achieved overnight in quick, dramatic jumps by heroic leaders. Instead, it had to be achieved by employing talented faculty members and giving them the tools they needed to excel in their specialties. In most cases, this process took many years as faculty members conducted their research and published their results. With twenty years of experience, Schroeder had a detailed knowledge of UWM, knew most of its faculty and staff members, and understood its strengths and weaknesses. In addition, he formed

a senior administrative team of capable individuals who also knew UWM and Milwaukee very well. Vice Chancellor of Academic Affairs Ken Watters and Assistant Chancellors Donald Melkus of Administrative Affairs and William Mayrl of Student Affairs had all dedicated their entire professional careers to UWM. Assistant Chancellor of University Relations Sandra Hoeh-Lyon was new to UWM in 1990, but she was a longtime Milwaukee resident who had served in various elected and public service positions since the early 1970s. This team worked well together and provided important continuity for the next decade.

During 1990 and 1991, the UWM campus felt the ripple effects of international events. In August 1990, the Iraqi dictator Saddam Hussein invaded and occupied Kuwait. In response, President George H. W. Bush insisted that the aggression would not stand. After exerting diplomatic pressure and working unsuccessfully through the United Nations to force Iraq to withdraw, a broad international coalition applied military force. The United States began with an intensive bombing campaign of Iraq that lasted for one month before UN ground forces attacked and quickly overwhelmed the Iraqi army. Although the first Gulf War proved to be a dramatic success, the lead-up to military action had generated considerable opposition, dissent, and anti-war activity in the United States. On the UWM campus, activists voiced their opposition to the pending war, and some predicted a resurgence of the violence that had erupted during the Vietnam War-era student protests. In fact, on the night before the bombing began in January 1991, a standing-room-only audience at the UWM World Affairs Forum listened intently to former US Senator George McGovern, a leading opponent of the Vietnam War, as he warned against American military involvement in Kuwait.

Top: Sandra Hoeh-Lyon, assistant chancellor of university relations.

Bottom: Chancellor Schroeder, with Vice Chancellor Ken Watters to his right, on a tour of rare artifacts in the American Geographic Society Collection. Rare book expert Kenneth Nebenzahl describes a prized volume.





The controversial 1994 appearance on campus of black nationalist Khalid Abdul Muhammad generated intense media coverage.

The 1990s, of course, did not prove to be a repeat of the turbulent 1960s, but the decade was a period of culture wars in the United States. Political correctness, sexism, racism, and affirmative action were all hotly debated issues nationally and at UWM. Free speech was also a hot topic. When disputes erupted over these contentious issues, Schroeder and Assistant Chancellor Mayrl strongly defended the First Amendment. They refused to endorse political or ideological causes, but steadfastly provided opportunities for the expression of a wide array of viewpoints no matter how extreme, controversial, or—in some cases—offensive. The event that sparked the greatest controversy was the 1994 campus appearance of Khalid Abdul Muhammad, an outspoken black nationalist who expressed hateful anti-white and anti-Semitic opinions. Under pressure to cancel Muhammad's appearance on campus, Schroeder and Mayrl insisted on his right to speak. Ultimately, Muhammad's speech drew an overflow but skeptical audience in the UWM Student Union. Meanwhile, Schroeder responded by speaking at

a counter-rally labeled a Celebration of Diversity & Tolerance held at the Jewish temple across the street. There, Schroeder reminded a large audience that under the First Amendment free speech guaranteed a forum not only for those whose opinions seemed civil, reasonable, and tolerant, but also for those whose views seemed "offensive, disagreeable, or hateful." However, he also noted that it was the responsibility of those who disagreed "to dissent, to deplore bigotry, and to correct bias. The very idea of free speech is that bias, hatred, distortions, and bigotry will be exposed, challenged, rebutted, and corrected—that fact and reason will prevail."

Chancellor Schroeder and the university also had to contend with a number of other controversies. Changing social attitudes and expectations produced two types of difficult cases for UWM during the 1990s. First, new attitudes and policies in the 1980s had been put in place in response to the permissive sexual behavior of the late 1960s and 1970s. Simply stated, faculty members were explicitly forbidden to pursue romantic or sexual relationships with their students. Likewise, university policies barred university administrators or supervisors from sexually harassing their subordinates or demanding sexual favors from them. The great majority of university employees understood and accepted these rules, but a few individuals refused to abide by them. The behavior of these individuals produced complaints and lawsuits, which eventually resulted in the punishment or the forced resignation of a number of faculty and academic staff members.

Second, during the late 1980s and early 1990s, UWM academic departments had responded slowly but steadily to affirmative action demands to hire more minority and women faculty members. These new faculty members were invariably younger than their tenured colleagues and often their views and attitudes differed from and clashed with the ideas and expectations of their older, tenured, and overwhelmingly white male colleagues who had been educated in a much earlier and different era. Although most faculty and departments adapted to the changing times, a few departments refused to change. The result was several high-profile tenure cases in which women and minority faculty members who were denied tenure charged discrimination. The results of these complaints—and, in some cases, lawsuits—differed. Some individuals eventually were promoted while others were not. The most



high-profile case involved the promotion of Assistant Professor of Accounting Ceil Pillsbury, who claimed she was denied tenure because she was a pregnant woman. State statutes provided no recourse to a higher authority when the executive committee of the School of Business Administration denied first Pillsbury's promotion and then her appeal. Ultimately, state law had to be revised to permit the chancellor and UW System President Katharine Lyall to reverse the executive board's decision and grant Pillsbury tenure. Collectively, the Pillsbury case and several others produced a regrettable distraction for UWM and its public image.

While the culture was dragged on, the state's ongoing fiscal difficulties placed constant fiscal pressure on UWM and the UW System. Although UWM was receiving more state funds than in the past, the additional money did not begin to offset the more than \$10 million in budget reductions imposed by the state between 1991 and 1997 in the form of budget lapses, freezes, and mandated reallocations. For example, the campus was forced to reallocate funds from its base budget to raise faculty and academic staff salaries and finance other top campus priorities. Making matters worse was a sharp enrollment decline, which reduced tuition revenue between 1992 and 1997. During this six-year period, a decline in the number of eighteen- to twenty-two-year olds residing in Wisconsin led to a reduction in both new and continuing students. Student enrollment dropped from 26,039 in the fall of 1991, to 24,179 in 1993, and finally to a low point of 21,969 in 1996 before enrollments began to increase again. Overall, the fiscal situation of the 1990s was a mixed bag. It was somewhat better than the dire pessimists had predicted, but worse than optimists had hoped for and more uncertain than university leaders could have envisioned.

Despite the uncertainty related to the university's operating budget, UWM made great progress with its academic facilities. Not since the building boom of the 1960s had UWM added more new space and renovated more existing space. In fact, during much of the 1970s and 1980s, expansion of the physical facilities at UWM had stagnated, which in turn had significantly hurt UWM's development as a research university. For example, UW System officials had resisted approving additional research laboratories and computing capacity. Instead, they argued, UWM should concentrate on instructional science and computing laboratories. But during the 1980s, Chancellors Horton and Smith had built strong

Left: Economics Professor Bill Holahan lecturing in Bolton Hall.

Right: Business Professor Rita Cheng, who would later be named UWM Provost.



support for campus expansion. They had won advocates in the business community, developed a long-range campus physical plan, and began the long process of securing bureaucratic approval from the UW System and the State Building Commission.

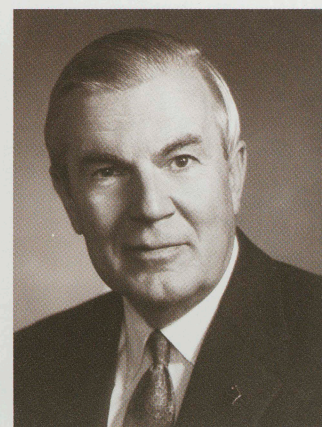
Critical to this progress was Republican Governor Tommy Thompson. Although he was often tough on the university's operating budget, Thompson was an expansive leader when it came to capital building projects for the UW System. Thompson was also a strong and enthusiastic friend of Milwaukee business leaders, many of whom were now influential advocates for UWM. Key figures such as Jack Pelisek, Sheldon Lubar, Roger Fitzsimonds, and Dennis Kuester all understood that the development of UWM as a major university was crucial to the future of Milwaukee. Now, in the 1990s, Schroeder capitalized fully on the previous efforts of Horton and Smith. Assistant Chancellor Donald Melkus and his staff were particularly proactive and effective in guiding major projects through the long, complicated, and difficult design and construction process dictated by the UW System and state bureaucracies.

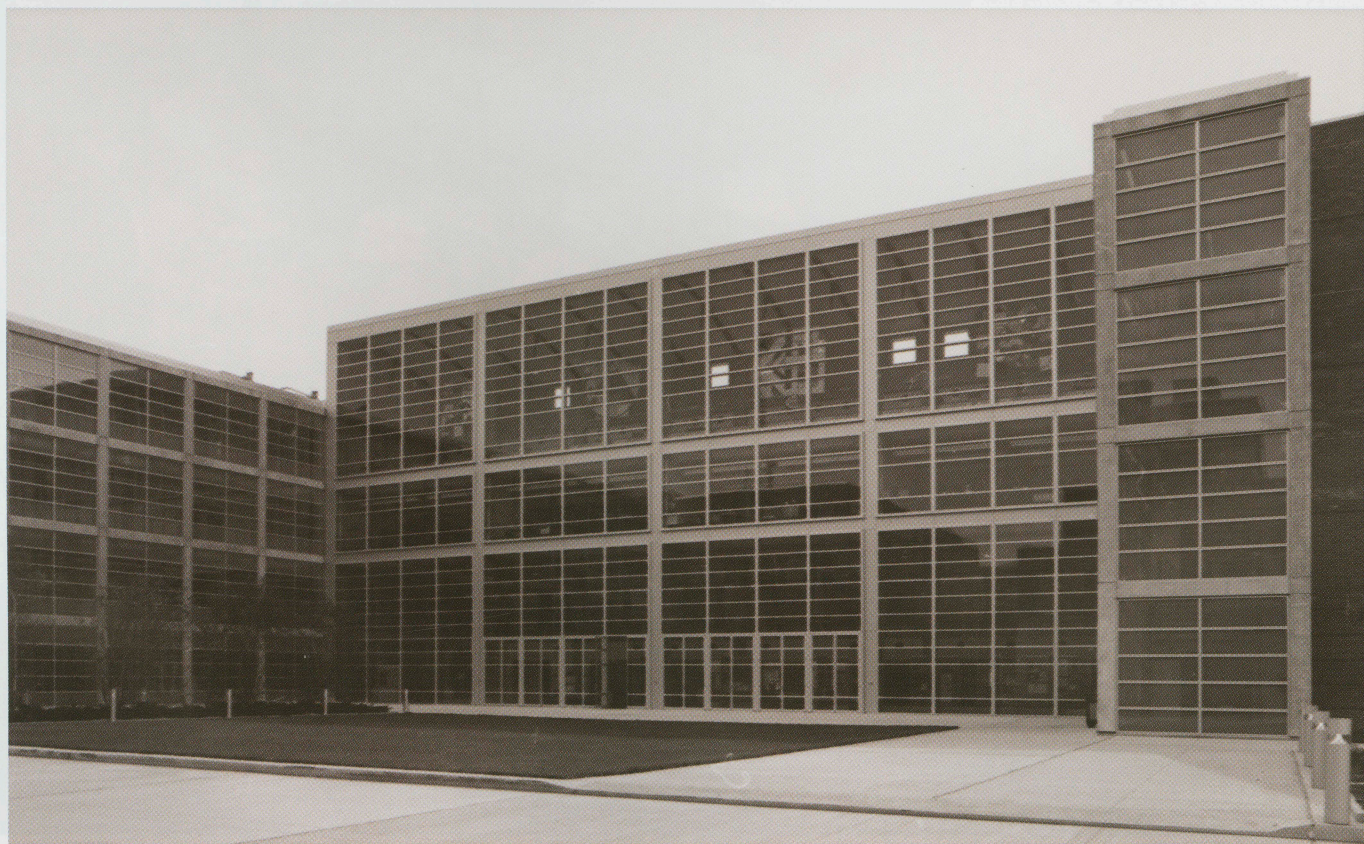
From 1990 to 1998, more than \$100 million was spent on capital projects, resulting in the addition of 600,000 square feet of state-of-the-art academic facilities on campus. The three major projects: the Lapham Hall Science Center addition, a new business building, and a new architecture and urban planning building. In addition, major renovation projects modernized Bolton, Sabin, Engelmann, and Chapman Halls. In downtown Milwaukee, the Division of Outreach and Continuing Education finally left the old and decrepit Extension Building, relocating in the UWM Center for Continuing Education on the top two floors of the remodeled Plankinton Building on W. Wisconsin Avenue.

Opposite:
Chancellor John Schroeder,
Wisconsin Governor Tommy
Thompson, and Eric Schenker,
dean of the School of Business
(left to right), with a model of the
proposed Business School center.

Top: Milwaukee businessman Jack
Pelisek, a generous supporter of
UWM.

Bottom: Groundbreaking
ceremony for the new Business
School building.





In the tight fiscal environment of the 1990s, the UW System permitted creation of very few new academic programs or departments. When campuses such as UWM proposed new degrees, the answer almost invariably was that if one or two similar programs existed within the system, then the creation of a new program constituted unnecessary program duplication. Instead, the emphasis during the decade was to strengthen the quality and national visibility of existing programs. As a result, in the College of Letters and Science, the English, Political Science, Chemistry, and Physics Departments received national recognition. In the School of Fine Arts, programs in film and theater maintained their reputations for excellence. Likewise, programs in architecture, nursing, library science, and education all achieved high ratings.

Along with the academic quality of its departments, UWM worked to improve the undergraduate experience for students. In 1992, a Chancellor's Blue-Ribbon Committee proposed a number of recommendations that were implemented. With additional funds from the UW System, the university significantly expanded and upgraded its student computing labs, including one lab in the Golda Meir Library that furnished twenty-four-hour access to students. Another improvement to the library: an electronic reserve system that allowed students to access class reading assignments from the reserve room via remote computers. Meanwhile, a grant from the Bradley Foundation strengthened the University Honors Program and the Freshman Seminar Program and international study programs were expanded.



Opposite top left: The Plankinton Building in downtown Milwaukee housed UWM's Center for Continuing Education.

Opposite top right and bottom: The modern new home of the School of Architecture and Urban Planning on the corner of Hartford and Maryland Avenues.

Instructor Kurt Klumb teaching on a computerized console in the new School of Business Administration building, one of the technological introductions of the 1990s.

To raise its visibility in the community and with prospective students, UWM instituted a Showcase for Learning in 1995. Each department and academic program on campus offered literature, demonstrations, and activities designed to help guests become better acquainted with Milwaukee's university. Purposely scheduled to coincide with the annual state elementary and secondary school teachers' convention in Milwaukee, the Showcase attracted hundreds of high school students whose classes had been cancelled. Over the next decade and beyond, the event drew thousands to campus and became an important part of UWM's undergraduate recruiting program.

In the area of student life, Assistant Chancellor William Mayrl spearheaded a number of improvements. For example, UWM was selected by the federal government to be one of the initial universities to participate in an updated federal student loan program. Essentially, UWM students could now apply for and receive their loans directly through the university rather than



Students ride a Milwaukee County bus any time of day with a UPASS.

through private financial institutions that charged fees. The course registration process also was modernized. For generations, students had registered by mail and then waited in lines to add or drop courses or to modify their class schedules. That changed in 1995 with the introduction of a new, automated registration system that allowed students to take such actions via remote computer terminals.

The UWM Student Association changed the commuting experiences of many students when it reached an agreement with the Milwaukee County Transit System under which every graduate and undergraduate student received a UPASS—the cost of which was covered by their student fees—that permitted them to ride any Milwaukee County bus, at any time of the day, seven days a week, during the school year. Student funds were also used to renovate and modernize the UWM Student Union, but the improvement that most students probably liked best was the opening of Burger King and Taco Bell outlets in the union. Students could now choose one of these two well-known national brands instead of the less popular, university-run food-service options on campus.

One area of mixed success was athletics. Enthusiastic alumni had cheered the decision to compete at the NCAA Division I level. During the 1990s, UWM competed very well in the Mid-Continent Conference and then in the Midwest Collegiate Conference, producing outstanding teams in sports such as men's soccer. But the key to visibility and revenue at the Division I level was the men's basketball program. Under Coach Steve Antrim, UWM compiled several winning records and achieved a dramatic breakthrough when the Panthers defeated the UW Badgers on the road in Madison in 1992. But then the program foundered, and continued to struggle throughout the 1990s. On the women's side, former Notre Dame Assistant Coach Sandy Botham became head basketball coach in 1996 and quickly built a winning program.

In 1994, UWM reached a historic landmark when the Carnegie Commission on Higher Education recognized the school as a Level II research university. Of the approximately 4,000



Top: The popular UWM Panther Band, circa 1994.

Bottom left: Women's basketball coach Sandy Botham with her players.

Bottom right: A soccer player makes a header in a UWM game.

degree-granting institutions of higher education in the United States, only 128 were designated as research universities. In Wisconsin, only UWM and UW–Madison, recognized as a Level I research university, had earned this distinction, which took into account a number of factors, including research expenditures, the number of doctoral programs, and the number of doctoral graduates.

Achieving research university status essentially recognized UWM as a major university, a dream and a goal envisioned by those who had founded the school four decades earlier. This achievement was particularly impressive given UWM's youth as an institution; in fact, it was one of the youngest institutions on the 1994 list of research universities. Attaining this goal also validated those who had insisted that UWM aspire to become a major university with a research mission. By the 1990s, the UWM faculty included numerous women and men who had distinguished themselves by winning prestigious awards and honors such as Guggenheim, Fulbright, National Science Foundation, and National Endowment for the Humanities Fellowships. They had competed successfully for large federal research grants and had produced a large body of highly regarded scholarly publications. Because they aspired to excellence in their individual careers, many of these faculty members would not have remained at UWM had the university not made a corresponding commitment to excel as a research university.

Yet in spite of their pride in having UWM recognized as a Level II research university, UWM faculty members and administrators understood that their job was not yet done.

Guests at the 1998 Viennese Ball, once an annual social event and fundraiser sponsored by the Music Department, are treated to classical music by UWM students.



Rather than congratulate itself, UWM needed to continue to improve until it achieved the ultimate designation as a Level I research university. It would be a formidable challenge under any circumstances, but particularly so given that nationally, and in Wisconsin, state support for higher education had stagnated, forcing public universities to rely more heavily than ever before on private support. In response, the UWM Alumni Association and the UWM Foundation steadily increased their efforts to assist the university. Although not directly involved in fundraising, the Alumni Association played a critical role in the effort by expanding its activities and dramatically increasing the number of graduates who joined the association and identified themselves as proud alums. Often, new Alumni Association members became strong friends of UWM who generously and regularly contributed to the university.

After conducting two successful capital fund-raising campaigns during the 1980s, members of the board of directors of the UWM Foundation believed that yet another major campaign was not appropriate in the early 1990s. Instead, the foundation focused on strengthening its fund-raising infrastructure so that it could raise large amounts of money on an annual basis as part of its regular operations. As a result, the annual total that was raised increased from \$3.5 million in 1989 to more than \$6.5 million by 1998. Between 1990 and 1998, the Foundation raised more than \$40 million and increased its total endowment to more than \$26 million. These figures included a number of large contributions, including a generous gift from Bert Hefter that restored and remodeled the Marietta House into the Edith S. Hefter Conference Center on North Lake Drive.

The Hefter Conference Center became a favored place for business meetings and special events. Formerly a women's cooperative dormitory, the Tudor-style mansion along Lake Drive was once the residence of Milwaukee banker William Brumder and his family.



The 1990s represented an era of important academic personnel changes for the Graduate School, the School of Business Administration, and the College of Letters and Science. Since the 1970s, all three units had been led by talented deans who had dedicated their professional careers to UWM. At the Graduate School, Dean George Keulks had built a research structure that encouraged and supported faculty members as they applied for research grants. In the School of Business Administration, Dean Eric Schenker had been a tireless promoter who established strong ties to Milwaukee business leaders, raised millions of dollars, and spearheaded the effort to construct a new building for the school. And in the



The newly completed home of the School of Business Administration, 1996.

College of Letters and Science, Dean William Halloran had steadily built an outstanding and productive faculty that represented the main foundation of UWM's research aspirations. Now, after long and distinguished careers, these three leaders were retiring. Dr. William Rayburn became the new dean of the Graduate School, Charles Kroncke became the new business dean, and Marshall Goodman became the new dean of Letters and Science.

Schroeder often said that one of the privileges of being chancellor was the opportunity to meet Milwaukeeans from all walks of life. One of Schroeder's favorites was Frank Zeidler, Milwaukee's former mayor and longtime champion of UWM. Schroeder thought highly of the wisdom and common sense embodied by Zeidler's career and personal life. For example, in an era when politicians typically stayed in office as long as they possibly could, Zeidler had decided not to run for reelection while still in the prime of his political life. Asked by Schroeder for advice, the former mayor told the chancellor, "Don't get too puffed up by your successes, don't get too frustrated by your defeats, and don't stay around too long."



Frank Zeidler, Milwaukee mayor from 1948 to 1960, was a longtime supporter of UWM and a valued friend of Chancellor John Schroeder.

Schroeder thought that Zeidler's advice was very sensible for a university president. After seven years as chancellor, preceded by five years as vice chancellor, Schroeder announced in the summer of 1997 that the next academic year would be his last. Schroeder was resigning to resume full-time faculty duties as a professor of history. Always an enthusiastic teacher, Schroeder looked forward to returning to the classroom. He had also signed a contract with the US Naval Institute Press to write a biography of Commodore Matthew C. Perry, the American naval officer who had established diplomatic relations with Japan in the 1850s.

CHAPTER

4

1998–2003

UWM



®



A University on the Move / 1998–2003

At the time that John Schroeder announced his resignation as chancellor, the state of UWM was generally stable, strong, and healthy. Other than continuing fiscal constraints and state budget cuts, there was no immediate crisis to be resolved or major problem to be addressed. There was, however, a general sense both on and off campus that, for all of its progress and strengths, UWM was neither adequately recognized nor appreciated in the local area or throughout the state. In the words of Robert Greenstreet, dean of the School of Architecture, UWM was “like a stealth bomber: highly effective, wide-ranging, but almost undetectable at low altitude.” In other words, in Milwaukee and Wisconsin, UWM had a visibility problem.

With that issue in mind, the Search and Screen Committee charged with finding a new chancellor embarked on its mission with the assistance of a professional executive search firm during the 1997–98 academic year. At the end of the process, the enthusiastic choice of the Board of Regents and UW System President Katharine Lyall was an outsider who seemed ideally suited to promote and raise the visibility of UWM. Dr. Nancy Zimpher was then dean of the College of Education at the Ohio State University. The fifty-one-year-old Zimpher had earned her undergraduate and graduate degrees at Ohio State, where she had also spent her entire academic career. An energetic and outgoing individual, she seemed to light up any room she entered.

Zimpher assumed office on August 1, 1998, and immediately began to raise UWM’s visibility through her enthusiasm and presence in the community. Previous chancellors had

CHAPTER FOUR



Nancy Zimpher was the first woman chancellor of UWM.

been active in Milwaukee business, education, and civic organizations, but Zimpher raised her community presence to an entirely new level, joining not only such groups, but also plunging into a wide range of community events and ethnic festivals. She courted favorable press coverage, and enhanced UWM's profile at events such as the Wisconsin State Fair with personal appearances. She quickly became an unmistakable public persona, partly because of her flamboyant wardrobe and style. She loved bright colors and came to be known for wearing suits and stockings in UWM's school colors, black and gold. Her mentor from Ohio State, its former president, E. Gordon Gee, publicly kidded Zimpher about her "outrageous" style of dress. Articulate and warm, Zimpher made new friends easily as she tirelessly promoted UWM.



Chancellor Zimpher welcomes Vice President Al Gore to the UWM campus.

It was clear that Zimpher, a whirlwind of activity both on and off campus, wanted to make her mark quickly. The university soon had new letterhead and a new logo, which stressed the *Milwaukee* in UWM. New banners went up on campus and in the neighborhood. Zimpher appeared at a large campus convocation wearing a Wisconsin cheesehead, and visited offices and student programs on campus with the UWM mascot, Victor E. Panther, in tow. She expanded an advertising campaign designed to recruit students to include large, new signs atop the Plankinton Building downtown and on highway billboards. And in the spring of 2001, when the Milwaukee Brewers opened the baseball season at the newly finished Miller Park, fans discovered a large UWM advertisement behind right center field.

UWM's rising visibility in the community was welcome, but the question always asked of a new university chancellor or president loomed: what changes does the new leader have planned? New chancellors often make administrative changes by reorganizing and replacing existing senior administrators and some academic deans. In time, Zimpher made a number of organizational changes, but not at the beginning of her tenure. She left the existing senior administrative team of Vice Chancellor Ken Watters and Assistant Chancellors



UWM developed an advertising partnership with the Milwaukee Brewers at the team's newly built Miller Park.

Donald Melkus, William Mayrl, and Sandra Hoeh-Lyon in place, and retained all of the academic deans.

Recognizing the existing strength of UWM, Zimpher clearly intended to make her mark largely with people already in place. But what were Zimpher's specific goals and objectives? Did she plan to dramatically change the direction of UWM? And if so, how? When asked such questions, Zimpher made it clear that she had not come to UWM with a pre-set agenda. Instead, she asked faculty and students what they wanted UWM to become, a question she also asked of the entire community in her first plenary address in September 1998.

Zimpher then set in motion a process to energize and transform UWM. She invited a wide array of faculty, staff, students, and community stakeholders to recommend specific ways in which UWM could reach its full potential. The process was inclusive, open, and messy. At first, a Committee of 100 was formed, but the size of this group soon doubled. Then ten Affinity Groups emerged, and met monthly until March 1999. These meetings produced an incredible array of suggestions and ideas. They ranged from quick fixes designed to improve campus life to major recommendations for new programs and initiatives.

The plan that emerged from this process soon became known as the Milwaukee Idea. It was explicitly derived from the University of Wisconsin's longstanding and much-heralded Wisconsin Idea, which proclaimed the "boundaries of the university to be the boundaries of the state." Chancellor Zimpher clearly wanted UWM to have a corresponding level of involvement in Milwaukee and for community engagement to be "woven into the fabric of the university and into the way in which we do our work..."

Normally, new chancellors are inaugurated shortly after assuming office, but Zimpher delayed her inauguration until late March 1999. This allowed her to use her inauguration ceremony as the centerpiece of a week-long series of public events that featured both her



personally and the emerging Milwaukee Idea. As part of the celebration, UWM hosted a national conference entitled "University Engagement in the Community: A Vision of the 21st Century." The keynote speaker was C. Peter Magrath, president of the National Association of State Universities and Land Grant Colleges. In his remarks, Magrath might have been describing the Milwaukee Idea when he stressed that an engaged university at the turn of the century needed to integrate teaching, research, and outreach in a way that is productively connected to its community.

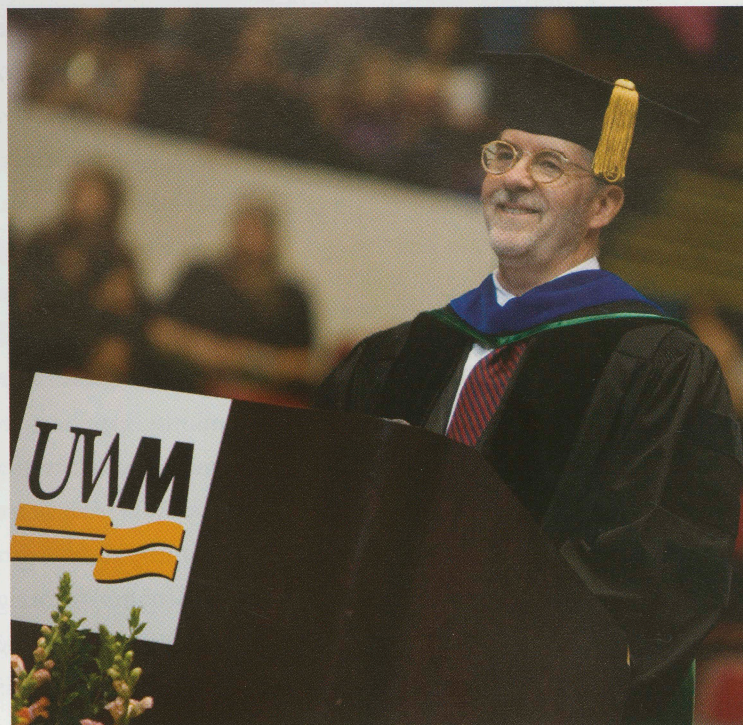
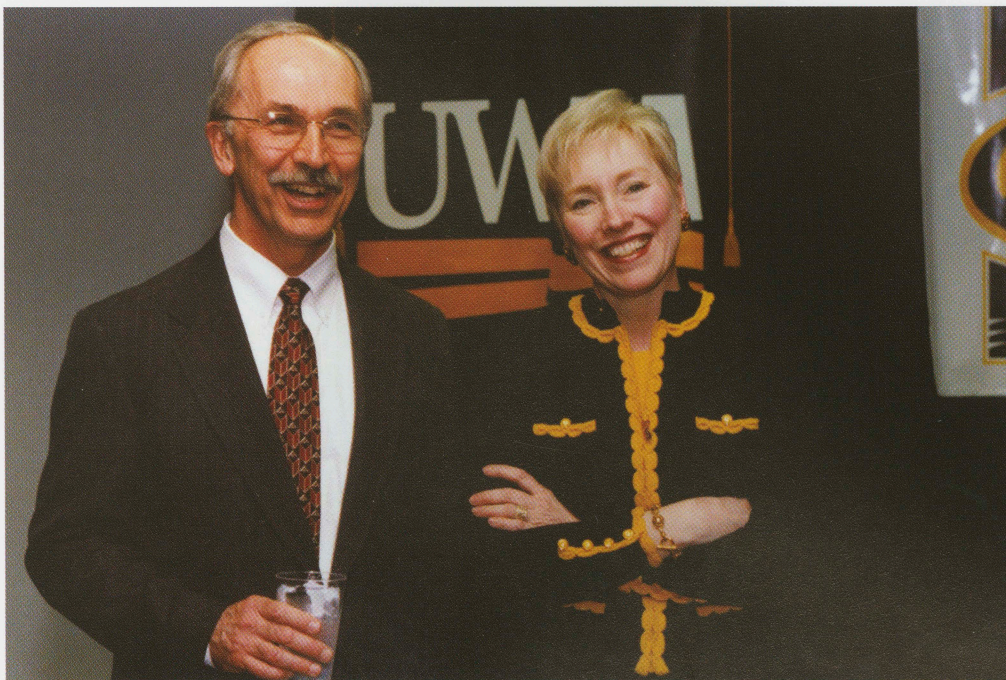
The Milwaukee Idea was driven by a set of guiding principles specifying that new programs must be big and impactful on both UWM and Milwaukee, and needed to include commitments to foster diversity and multiculturalism, nurture new partnerships and collaborations, encourage interdisciplinary relationships, enhance student learning and campus culture, and support open communication.

The process of creating the Milwaukee Idea eventually identified three major areas of concentration: education, the economy, and the environment (including health). And it was in each of these areas that specific projects and programs—all using the talents and strengths of UWM—would be developed as a way of engaging with Milwaukee on critical issues. Special emphasis was put on K-12 schooling in general, and in particular, the Milwaukee Public Schools; economic opportunity and technology; and environmental health, substance abuse, freshwater research, and campus design.

To facilitate the Milwaukee Idea, Zimpher made several key appointments. In 2000, she appointed John Wanat vice chancellor and provost. Wanat was a professor of political science who had more than two decades of faculty and administrative experience at the University of Illinois–Chicago, where he served as vice provost and executive associate chancellor for academic affairs. When Sandra Hoeh-Lyon retired, Zimpher appointed Tom Luljak vice chancellor for University Relations and Communications. Luljak had extensive public relations experience in different capacities in Milwaukee. Zimpher also appointed a number of academic deans whose long terms in office would provide important continuity in their units. Professor Sally Lundeen became interim dean of the School of Nursing in 1999, and then permanent dean in 2001. In the College of Letters and Science, Associate Dean G. Richard Meadows was named interim dean in 2001 and permanent dean in 2002. In the School of Business, Associate Dean V. Kanti Prasad was named dean in 2002. And two years later, Stan Stojkovic became interim dean—and soon thereafter, dean—of the Helen Bader School of Social Welfare.

Zimpher appointed Joan Prince vice chancellor for Global Inclusion and Engagement. An African American, Prince held a PhD in urban education and was active in various leadership roles within the Milwaukee community. Zimpher also named Professor Steve Percy the chancellor's deputy in charge of the Milwaukee Idea. Percy, a political science professor, already headed the Center for Urban Initiatives and Research. It was Percy's job to keep the many moving parts of the Milwaukee Idea on track and moving forward. Lastly, Zimpher appointed School of Architecture Dean Robert Greenstreet the chancellor's deputy for campus design, and School of Education Dean William Harvey the chancellor's deputy for education partnerships.

By any standard, Zimpher created both an ambitious agenda and high aspirations for UWM. The Milwaukee Idea and all of the activity surrounding it created a considerable amount of anticipation and enthusiasm on the campus and in Milwaukee. UWM seemed,



indeed, to be a university on the move. Although universities are historically resistant to significant change, several key factors produced support on campus for the Milwaukee Idea. First, it did not attempt to redefine the core academic teaching or research missions of UWM. Second, the initiative built on, but did not replace, existing programs and faculty strength—for example, establishing the House of Peace Community Nursing Center in 1991, a move that expanded the School of Nursing's history of involvement in Milwaukee. Third, it was entirely voluntary. Academic departments could continue to engage solely in their on-going instructional and research activities, with individual faculty and staff members who wanted to engage and participate encouraged to do so and those who did not free to pass. Most importantly, no existing programs or departments were eliminated to fund or staff Milwaukee Idea programs.

Top left: John Wanat, vice chancellor and provost with Zimpher.

Top right: Dean of Nursing Sally Lundeen.

Bottom left: Tom Luljak, vice chancellor for University Relations and Communications.

Bottom right: G. Richard Meadows, dean of the College of Letters and Science.



Left: Joan Prince, vice chancellor of the Division of Global Inclusion and Engagement.



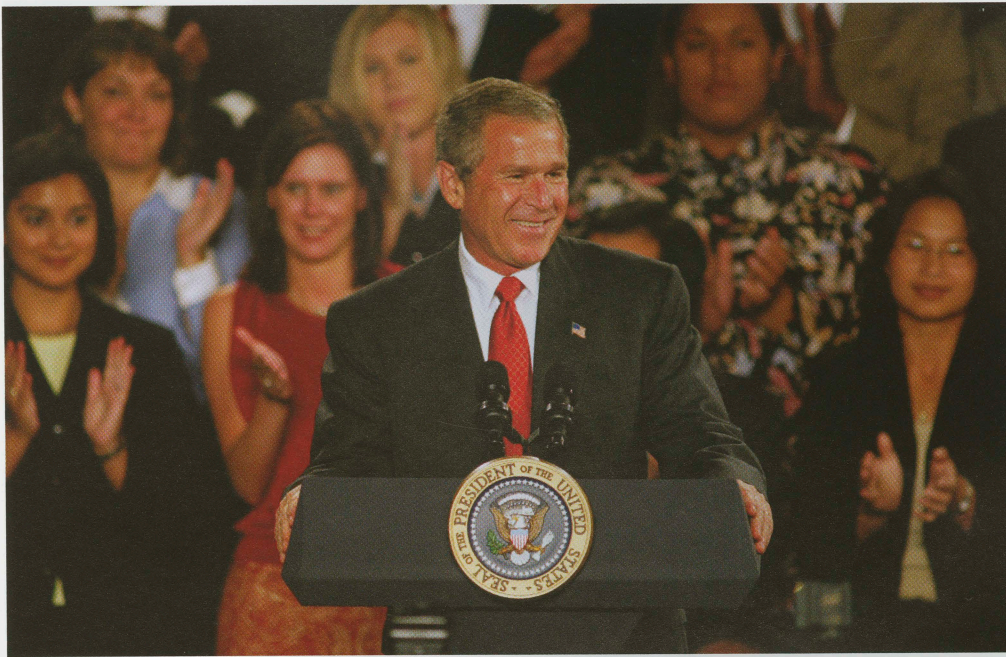
Right: The nurses and staff at the Silver Spring Nursing Center in Milwaukee, founded and run by the College of Nursing. Left to right: Michele DeBrabant, Jean Bell-Calvin, Patty Taylor, Pang Vang (seated), Elizabeth Fayram, Bev Zabler, Barbara Bowden, Kim Ryan.

The Milwaukee Idea launched in the summer of 2000 with nine programs in fields such as architecture, education, nursing, and job development—obvious areas that warranted additional collaboration with Milwaukee. Although faculty members had worked in these fields with individuals in the community for years, the Milwaukee Idea brought a new level of enthusiasm and engagement to their efforts.

Although the Milwaukee Idea eventually rolled out many programs and projects, three in particular illustrated the broad range of areas addressed. One of the first to be launched was Cultures and Communities. Founded by English Professor Gregory Jay, Cultures and Communities fostered partnerships through which faculty members, students, and community members created teaching and learning opportunities that explored diversity and multiculturalism, and connected undergraduates with the Milwaukee community in various ways. Offering more than \$100,000 in grants during its initial years, Cultures and Communities ultimately developed a curriculum that stressed community-based—rather than classroom—learning by bringing students and teachers from diverse backgrounds, different races, and varying ages together to learn from one another. The program also produced an undergraduate certificate program of credit classes that students could substitute for the university's general education graduation requirement.

Developed by the School of Architecture and Urban Planning, Campus Design Solutions sought to improve the physical environments of UW System campuses and the neighborhoods in which they were located. Rather than attempt to impose expert solutions, Campus Design Solutions brought together university and neighboring community groups to address issues of mutual concern. Invariably, parking and traffic problems were an issue, but the program also dealt with questions such as the historical preservation of buildings, energy efficiency, and low-cost housing.

Given her own academic background, Zimpher was anxious to address issues in urban public education, and thus the Milwaukee Partnership Academy for Teacher Quality became a centerpiece of the Milwaukee Idea. The broad partnership included UWM, the Milwaukee Public Schools (MPS), the Milwaukee Area Technical College, the Milwaukee



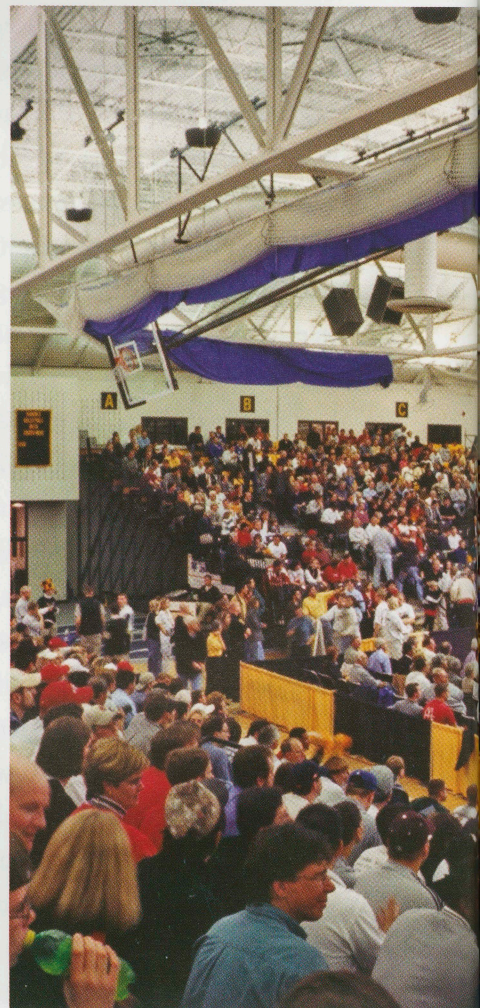
President George W. Bush on the UWM campus in 2002.

Metropolitan Association of Commerce, Ameritech, the Milwaukee Teachers' Education Association, and the Private Industry Council. Its goal: to raise funds for collaborative projects designed to improve the quality of education in MPS. In its first five years, the Partnership raised more than \$8.5 million for collaborative projects to improve the recruitment, preparation, and retention of teachers trained specifically to teach in urban schools. The programs also included teacher assistants and paraprofessionals working in MPS. In August 2002, President George W. Bush spoke on campus on the topic of education. In his remarks, the president noted the role that programs such as the Partnership Academy played in meeting the provisions of the No Child Left Behind Act he signed into law in 2001.

Other notable ventures created by the Milwaukee Idea included the Consortium for Economic Opportunity, a community-based coalition designed to support local economic development; the Technology Center, which linked area businesses with UWM tech experts; and Knowledge Fest, an open house celebrating UWM research.

Initial funding for the Milwaukee Idea totaled \$4.5 million, which came from UWM, the UW System, and what was then the Milwaukee Foundation. But fully funding the initiative required an additional \$79 million over four years, which Zimpher planned to secure through increased tuition revenue and state tax funds, and private contributions. Eventually, the university received \$16 million of that amount in the 2001-2003 biennial state budget. However, after 2002, a difficult state fiscal climate produced budget reductions for the UW System. At UWM, some of the cuts were offset through specific allocations from the state and UW System, but to fund the Milwaukee Idea, Zimpher relied most heavily on increased tuition revenue. In 1998, student enrollment had stood at 22,895. After declines in the early 1990s, it had rebounded, allowing UWM to meet its planned enrollment targets. Under Zimpher, enrollment grew to almost 26,000 by the fall of 2003, with the additional tuition revenue generated helping to fund many initiatives of the Milwaukee Idea.

Along with the rising number of students came an increase in the number of degrees granted—from 3,145 in 1998, to 4,150 in 2003. Over that time period, the makeup of the student body remained essentially as it had been for several decades: UWM was still a



blend of full- and part-time, traditional and non-traditional students. Undergraduates represented 79 percent of the enrollment while graduate students constituted 21 percent. Of recent graduates, 46 percent had entered college as UWM freshmen, while 54 percent were transfers. Only 14 percent of recent graduates could be considered traditional college students—those who had begun as freshmen and enrolled continuously as full-time students until they received their baccalaureate degrees.

During Zimpher's years as chancellor, a number of changes affected UWM students. Unfortunately, the cost of public higher education in Wisconsin continued to rise, with annual increases in tuition and segregated student fees. At the same time, the increasing visibility of UWM and its rising academic stature allowed students to take genuine pride in the university and the quality of their education. And although many of the programs that constituted the Milwaukee Idea were not designed primarily for students, these ventures did offer them opportunities to volunteer and participate both on and off campus. Finally, May 11, 2003 brought another noteworthy change. For the first time, the sheer number of graduates required two separate ceremonies at the Milwaukee Arena, one for undergraduates and one for master's and doctoral candidates.

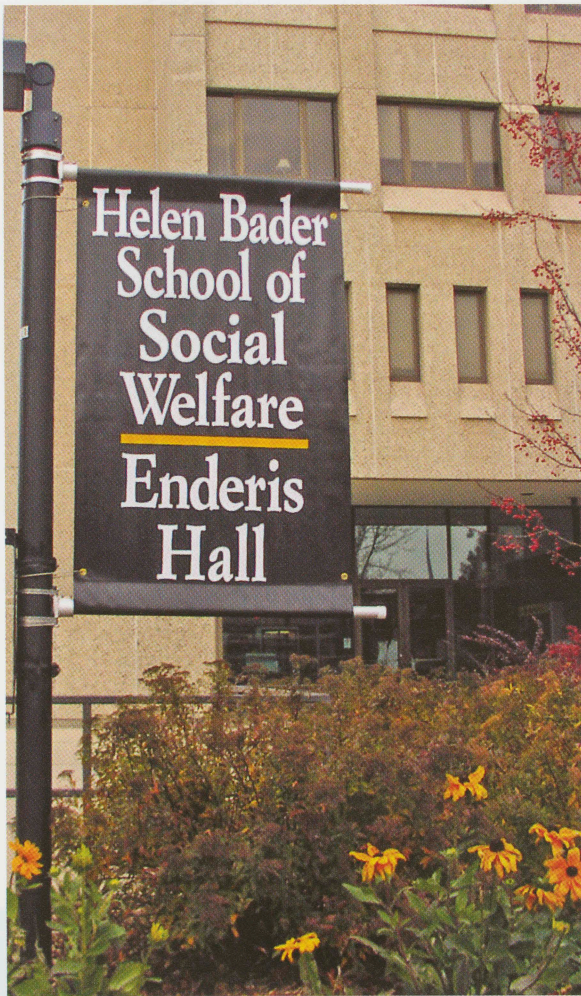
On campus, the university added new student facilities. In 2002, UWM dedicated the long-planned Sandburg Residence Hall East Tower, which added dorm rooms for another five hundred students. In June 2003, UWM held a groundbreaking ceremony for a 135,000-square-foot addition to the Klotsche Center, the Pavilion, which would include

Opposite top: *The Denis Sullivan schooner, docked at UWM's Great Lakes Research Facility in the Milwaukee harbor.*

Opposite bottom:
Commencement ceremony, 2003.

Below: *UWM basketball at the Klotsche Center.*





more than six hundred underground parking spaces and new recreational facilities for students, faculty, and staff.

Zimpher understood that fundraising was critical to financing the Milwaukee Idea, and her administration worked hard on a large capital fund-raising campaign, UWM's first since the late 1980s. However, even without a major campaign, gifts to the foundation had been increasing dramatically. In 1998, UWM received more than \$8.5 million in private gifts. By 2003, that figure had grown to more than \$14.6 million. As a result, new scholarships and fellowships for students were created, additional professorships endowed, and a number of new programs funded.

The Foundation had also received a number of large gifts, most notably one for the School of Social Welfare and two for the School of Fine Arts. With a \$5 million grant from the Helen Bader Foundation in 2001, the School of Social Welfare was renamed in memory of Bader, a Milwaukee philanthropist who had received a master's degree in social work from UWM in 1980. At the time, it was the single largest gift ever made to UWM. In 2000, UWM acquired Temple Emanu-El B'ne Jeshurun on E. Kenwood Boulevard thanks to large gifts from Nate Zelazo and the Milton and Lillian Peck Foundation that helped fund the \$7.5 million cost of purchasing and renovating the building. Dean Kate Davy's leadership and persistence had been instrumental in acquiring the facility,



which provided a large concert hall, warmup and rehearsal spaces, and music classrooms. The School of Fine Arts became the Peck School of the Arts, and the building named the Helene Zelazo Center for the Performing Arts.

As an Ohio State University alumna who had spent her entire academic career at OSU, Zimpher enthusiastically supported Division I college athletics and understood their importance to the students, alumni, and reputation of a university. In 1998, when Zimpher came to Milwaukee, UWM had been a mid-level NCAA Division I program for eight years. Its women's and men's programs had been successful in a number of sports but had never achieved national standing. Most prominent were the men's and women's soccer programs, which competed in NCAA tournaments on several occasions. Nevertheless, UWM did not yet have a successful marquee program.



Zimpher retained longtime Athletic Director Bud Haidet, but directed him to upgrade the men's basketball program. In 1999, Haidet appointed Bo Ryan the team's new coach. Ryan had won four national championships as coach of the Division III UW-Platteville basketball team and would later go on to become a legendary coach at UW-Madison. Ryan spent only two years as UWM's coach, but in that short span he built a solid foundation for future success. Public interest, attendance, and financial support increased significantly. Contributing to the increasing visibility of UWM athletics was the success of the women's basketball program. In 2001, Coach Sandy Botham led the Panther women to their first-ever NCAA tournament appearance, where they lost to powerhouse Duke.

When Ryan resigned in 2001 to go to UW-Madison, Haidet made the decision to replace him with Bruce Pearl, who had Division I experience as an assistant coach at Stanford University and the University of Iowa, and considerable success at Division II University of Southern Indiana, where he had won a national championship. Under Pearl,

Opposite top: The School of Social Welfare was renamed in honor of Milwaukee philanthropist Helen Bader in 2001.

Opposite bottom: Performance hall at the Helene Zelazo Center for the Performing Arts.

Above: Panther Party at Spaight's Plaza.



the Panthers quickly made their mark with an exciting, up-tempo style of basketball. In only his second season, Pearl's team won the Horizon League championship tournament. And in March 2003, for the first time in UWM history, the Panthers played in the NCAA tournament, where they suffered a heartbreaking, last-second loss to Notre Dame in the first round.

For Zimpher and UWM, the Milwaukee Idea produced a steady stream of publicity and visibility. Rare was the month that passed without a news release or press conference announcing a new program or project. For those involved it was an exciting and meaningful time on campus. Even the skeptics who preferred to remain in the so-called ivory tower had to concede that Zimpher was raising the visibility of their university and its reputation in and around Milwaukee.

Almost from the moment she arrived in Milwaukee, Zimpher was recognized as a talented and ambitious academic leader with a bright future, and while at UWM she gained national visibility in higher education circles. As her stature grew, unfounded



rumors began to circulate about her being recruited by other universities. Moreover, it was common speculation on campus that given her long and strong ties to Ohio State she might even return to her alma mater as its president. To her credit, Zimpher did not acknowledge the rumors and continued to focus intently on her job at UWM. However, in the spring of 2003, the University of Cincinnati announced that Zimpher would become its new president.

While this news was treated as inevitable by many on campus and in the community, most people familiar with her work genuinely regretted Zimpher's departure. As individuals assessed the progress of UWM under her five-year tenure, it became clear that its visibility had been elevated and its positive image enhanced. To a considerable extent, Zimpher's public visibility and tireless self-promotion had made her synonymous with both UWM and the Milwaukee Idea, and in turn, she came to embody the image and success of the university. Now, one of the questions that loomed: what would happen to the Milwaukee Idea once Zimpher was gone?



Opposite: Under head coach Bruce Pearl, the men's basketball team became Horizon League champions.

Above: Throughout her five years as chancellor, Nancy Zimpher used her high visibility on campus and in the community to promote UWM.

CHAPTER

5

2003–2010



UNIVERSITY of WISCONSIN
MILWAUKEE



A Solid Foundation for Advancement / 2003–2010

CHAPTER FIVE

After Nancy Zimpher announced her resignation as chancellor, UW System President Katharine Lyall named Robert Greenstreet, dean of the School of Architecture and Urban Planning, interim chancellor. This appointment surprised many because it is usually the provost, the chief academic officer of the university, who is selected as a chancellor's temporary replacement. Greenstreet, however, proved to be a well-qualified and popular choice.

Born and educated in Great Britain, Greenstreet joined the UWM architecture faculty in 1981 and became dean in 1990. As the dean of the only School of Architecture and Urban Planning in Wisconsin, Greenstreet and the school enjoyed high professional visibility in Milwaukee and throughout Wisconsin. A productive scholar, he was also active in faculty governance and campus activities. Personally, Greenstreet offered a sharp contrast in style to Zimpher. Unlike Zimpher's penchant for bright, colorful clothes, Greenstreet's preferred (and some said, only) color of dress was black. Yet, with a quick and often zany sense of humor, Greenstreet was known in professional circles as articulate and entertaining.

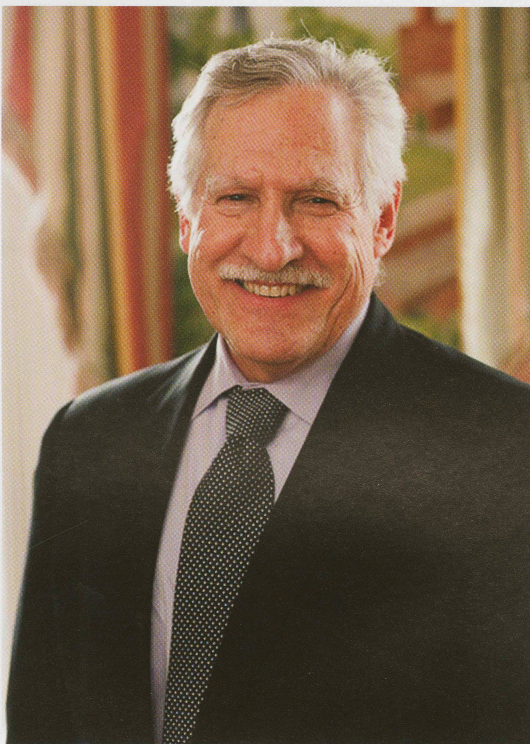
It quickly became apparent that Greenstreet would oversee a seamless and easy transition. One of his first tasks was to explain what would happen to the Milwaukee Idea now that Zimpher had departed. He asserted that the Milwaukee Idea had been built on UWM's strengths, which it had merely pulled together, reshaped, and expanded. Greenstreet described it as a creative way of repackaging and extending the urban focus of UWM for the



Robert Greenstreet, dean of the School of Architecture and Urban Planning, served as interim chancellor from 2003 to 2004.

twenty-first century, assuring the university and Milwaukee that although Nancy Zimpher and her Milwaukee Idea were gone, many of the programs she had championed under her signature initiative would continue.

Some on campus and in the community believed that Greenstreet represented an obvious and well-qualified next chancellor. However, a prevailing opinion existed among some Regents and UW System President Lyall that, having raised its public visibility, UWM now needed a chancellor who would strengthen UWM's national academic reputation and help the university realize its potential as a major research university. Although federal research funding had increased under Zimpher, the Milwaukee Idea had focused primarily on community engagement, not on basic research and scholarly excellence. Lyall sometimes said that if UWM wanted to call itself a research university, it needed to act like one. Namely, it needed to increase its extramural research funding, which, in turn, would permit UWM to expand its research infrastructure, develop new PhD programs, and attract many more doctoral students.



KEVIN HARKINS

Carlos Santiago, a native of Puerto Rico, left his position as provost of the SUNY Albany to become UWM's seventh chancellor.

In early 2004, Lyall appointed a new chancellor who fit this research mission very well. Carlos Santiago was then the vice president of academic affairs and provost at the State University of New York (SUNY) at Albany. Born in Puerto Rico, Santiago had earned a PhD in economics from Cornell University and had held faculty and administrative positions at Wayne State University and at SUNY Albany, where he had fostered the development of nanotechnology—a move that dramatically increased research funding and the research profile of that institution.

When he assumed his duties in July 2004, Santiago benefitted from the great amount of good will that Zimpher's chancellorship had generated for the campus. In his early statements, he stressed two priorities: research funding and student success. In his plenary address in September 2004, Santiago commented that "As I see it, the challenge facing [UWM] is to fundamentally enhance our academic profile." The key to doing this, said Santiago, "will lie in our ability to expand and diversify our sources of funding to the campus, primarily through the expansion of extramural support for our research, and donated or philanthropic

funds." To help achieve UWM's research goals, Santiago recommended the creation of two new PhD programs each year until the number totaled thirty.

With respect to students, Santiago emphasized the need not only to recruit a more diverse and qualified student body, but also to increase student retention rates. In his January 2005 plenary address, Santiago reiterated the importance of these goals, and at the beginning of the 2005–2006 academic year, announced a retention initiative, Access to Success, a comprehensive program that sought to increase retention rates for both minority and white students and boost the number of students who completed their degrees.

Although committed to improving student retention and success, Santiago's top priority was the dramatic expansion of UWM's research productivity. In December 2004, Santiago declared that to achieve its aspirational goals, UWM needed to increase the return generated by the research funds it received from the state, and in the spring of 2005, he and Governor James Doyle demonstrated what that meant with the creation of the Wisconsin Institute for

Biomedical and Health Technologies. With \$1 million in seed money from the UW System, the new institute joined with the Medical College of Wisconsin, Aurora Health Care, GE Healthcare Technologies, and the Cerner Corporation to expand research activity. Within six months, that initial \$1 million investment had produced almost \$14 million in pledges from its partners for new research initiatives.

In his plenary address in September 2005, Santiago outlined his vision of UWM as a dynamic and aggressive institution designed to meet the new fiscal realities of higher education. "Unless we act boldly now to adopt a new model for using our resources to invest in funded research," he declared, "the research mission of the university will steadily and inexorably erode in the coming years." In fact, dwindling state support, stagnant federal sources of research funding, and a struggling local economy mandated that UWM expand its research



infrastructure and position its existing \$14 million research budget to generate additional funds. In addition to seeking much more outside funding, said Santiago, UWM simultaneously needed to use its own internal resources to "stimulate greater investments in research. That is, we must act as entrepreneurs—people who own, launch, manage, and assume the risks of our ventures." And finally, to achieve the greatest return, he pointed out, the priority for research funds needed to focus on engineering, the sciences, and technology.

Several months later, in January 2006, Santiago called for a stunning investment of roughly \$300 million in UWM to increase student retention and massively expand its research output. According to Santiago's three-part plan, \$100 million would come from a fund-raising campaign then underway, \$100 million from UWM's Research Growth Initiative, and \$100 million from new and yet undefined state and federal sources.

Governor Jim Doyle's financial commitment to UWM came in the form of funding for research and construction programs.

In his initial years at UWM, Chancellor Santiago set and defined lofty, ambitious—and, some said, unrealistic—objectives for the campus. It was unlikely that all of his goals could be achieved in a few years, much less a decade, but Santiago pressed hard to achieve all that was possible as quickly as possible. As his senior advisor, Santiago had brought David Gilbert with him from New York. Although not highly visible, Gilbert was a trusted and capable individual who was instrumental in advancing Santiago's plans. To press the research agenda, Santiago created a new, senior-level administrative position, vice chancellor for research, for which Abbas Ourmazd, a PhD physicist, was recruited. Meanwhile, Associate Dean Rita Cheng from the School of Business Administration was named to serve as provost and vice chancellor for the Division of Academic Affairs. At the college level, Johannes Britz, PhD, was appointed dean of the School of Information Sciences. And in 2006, Santiago appointed interim Library Director Ewa Barczyk permanent Director, a decision that furnished important continuity for the Golda Meir Library.

The first part of Santiago's plan called for increasing UWM's capacity to raise a heretofore unprecedented amount of funds from individual and corporate donors and foundations. Specifically, Santiago began to consider ways in which the UWM Foundation could play a

more aggressive role than it had in the past. The foundation's last capital campaign had raised more than \$10 million in the late 1980s, and although Zimpher had set the initial steps for a new campaign in motion, its goal had not been set.

Now, in January 2006, the UWM Foundation announced that it was launching a stunning \$100 million Campaign for UWM headed by a high-profile team of local corporate CEOs and UWM alumni including Gale E. Klappa of Wisconsin Energy, Dennis J. Kuester of Marshall and Ilsley, James L. Ziemer of Harley-Davidson, Edward J. Zore of Northwestern Mutual, and Keith D. Nosbusch of Rockwell Automation. Spearheading the campaign was UWM Vice Chancellor for Development Lucia Petrie. Since the campaign was well underway by the time it was announced, it proceeded quickly. Within less than two years, it had exceeded its \$100 million goal and would eventually raise more than \$125 million.

Among the keys to the Campaign for UWM's success were a number of large gifts. Most notable was \$10 million from Sheldon and Marianne Lubar, longtime friends and generous supporters of the university, to the School of Business Administration, which

was renamed in honor of Sheldon Lubar, an honorary co-chair of the campaign. Another major gift: \$1.5 million from Sandy and Dennis Kuester to support student scholarships.

In addition to fundraising, Santiago and members of the UWM Foundation's Board of Directors sought new ways to broaden the organization's support for the university. In



Sheldon and Marianne Lubar, longtime benefactors of UWM, in front of the School of Business Administration.

2005, David Gilbert, Santiago's assistant, was appointed president of the foundation, which created two affiliates: the UWM Research Foundation and the UWM Real Estate Foundation; Gilbert also served as president of the Real Estate Foundation. The mission of the Research Foundation, under the leadership of Milwaukee business leader John Torinus, its founding chair, was to stimulate research that could be translated into patents and licenses with commercial value. The proceeds earned by these patents and licenses would be divided, with 40 percent going to the foundation, 40 percent to UWM, and 20 percent to the individual researcher. The Research Foundation also created start-up partnerships with BizStarts and the Wisconsin Super Angel Fund.

Under the leadership of prominent Milwaukee attorney Bruce Block, the UWM Real Estate Foundation was created to fund and expedite construction projects such as new student dormitories and a proposed new campus in Wauwatosa. As a subsidiary of the UWM Foundation, the new entity would issue tax-exempt construction bonds backed by a letter of credit



Two new dorms rose along the Milwaukee River—RiverView Hall (top) and Cambridge Commons (bottom).

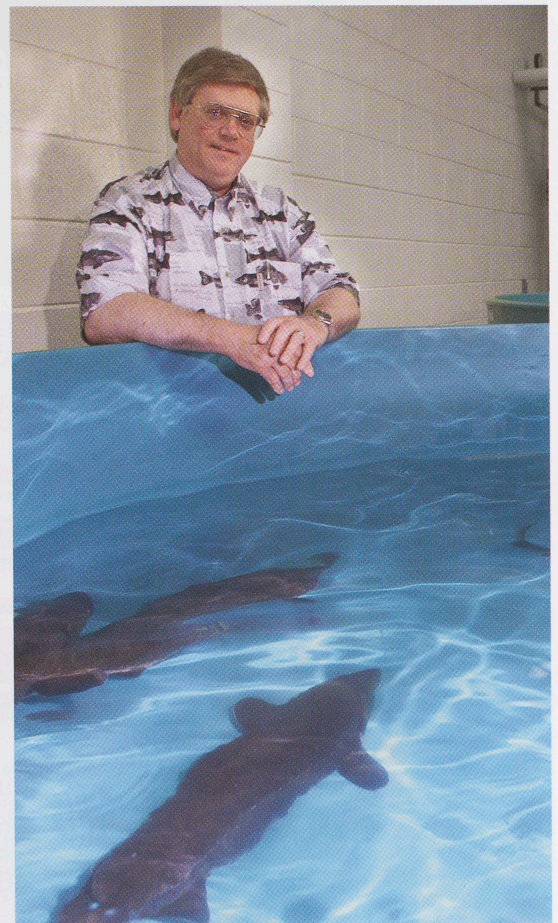
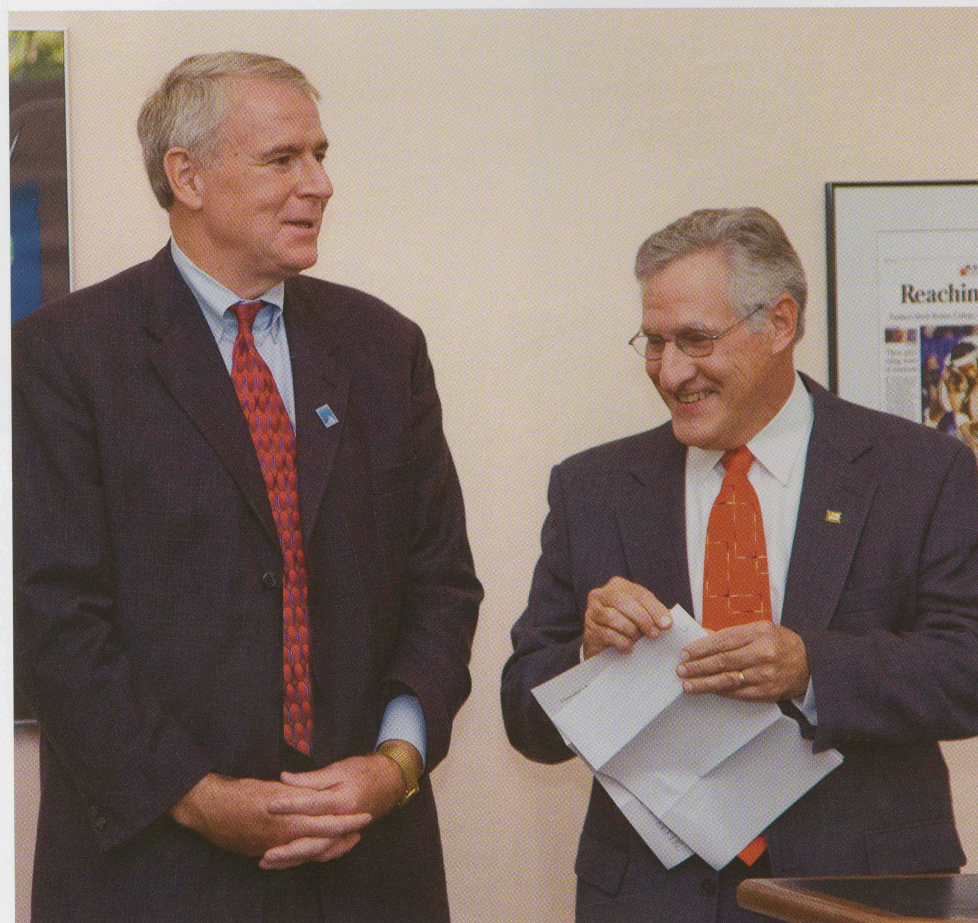
from the M&I Corporation. Two new, off-campus student residence halls would be built and owned by the Real Estate Foundation, which would collect dorm fees from students. Under a management contract, the Real Estate Foundation would pay UWM annually for the full cost of managing and operating the dorms with UWM employees. While the fourth tower of Sandburg Hall had taken more than ten years to complete, the Real Estate Foundation was able to finance and build two new dormitories in two years from start to finish. RiverView opened in 2008 and the Cambridge Commons in 2010. Block's expertise in real estate law would also make possible in 2011 the acquisition of land in Wauwatosa for a public-private research park, and the purchase of a chancellor's residence on Milwaukee's East Side.

The second part of Santiago's plan, the Research Growth Initiative (RGI), was launched in November 2005, and headed by Ourmazd. The plan reallocated \$3.5 million in the existing research budget, using it to fund the development of new research proposals that, in turn, would secure grants potentially totaling as much as \$100 million. The model for such an approach was the Wisconsin Institute for Biomedical and Health Technologies, which earlier in 2005 had used \$1 million in seed money from UWM to attract \$14 million from its collaborative partners. Creating great initial enthusiasm on campus, the RGI generated 285 proposals within several months. After being externally reviewed by subject-matter experts, forty-four proposals were fully funded. Another forty received partial funding, giving their authors the opportunity to refine their proposals for the next round of competition.

The third part of the research plan sought additional state funding to increase UWM's base budget as well as to acquire existing private buildings and to build new research facilities. UWM ultimately received only \$10 million in state funds, most of which was used to hire new

Left: Milwaukee Mayor Tom Barrett (left) an ardent backer of the creation of UWM's School of Public Health with Chancellor Carlos Santiago.

Right: A researcher at the School of Freshwater Sciences stands guard over a tank of sturgeon.



faculty members, including twenty-two in the School of Engineering. Still, with this infusion of new faculty, the school was expected to triple its research grant funds to more than \$17.5 million annually. Santiago appointed as the school's new dean Michael Lovell from the University of Pittsburgh.

In addition, in 2008, the UW Board of Regents approved the creation of two new schools: the School of Freshwater Sciences and the School



Since 1970, the Neeskay has operated as UWM's year-round research vessel on the Great Lakes.

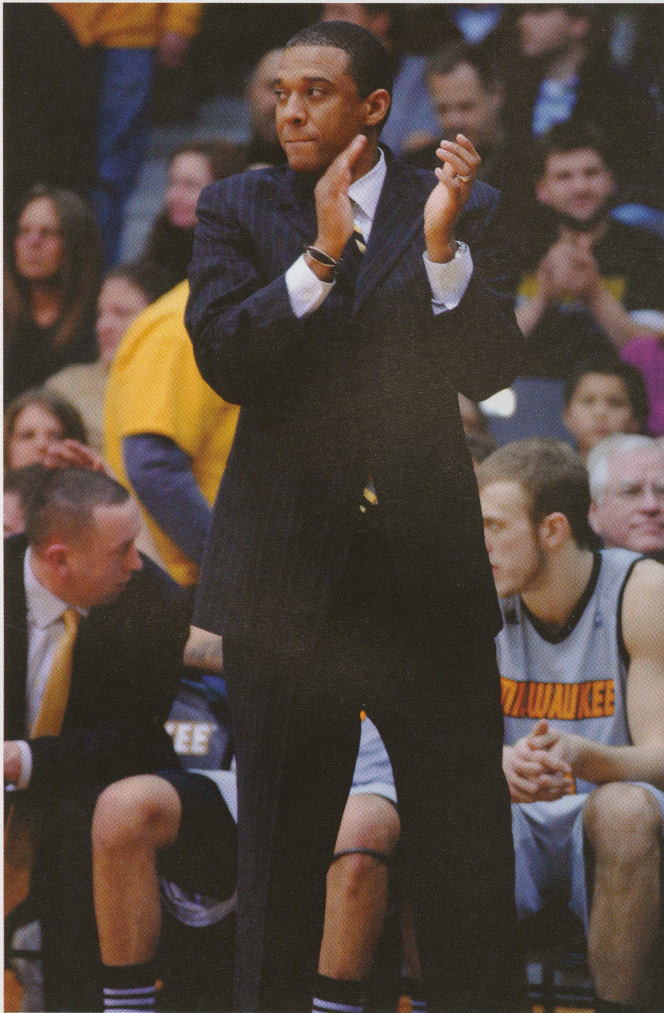
of Public Health. In the face of resistance from officials in Madison, the School of Public Health garnered strong support from Milwaukee Mayor Tom Barrett, who saw a critical need for more public health programs in the state's largest city. The school also received the unexpected backing of Milwaukee philanthropist Joseph Zilber. Although not a UWM alum, Zilber was particularly concerned about public health issues in the city, pledged \$10 million toward the creation of the school, and—along with Barrett and Santiago—testified in its support before the UW Regents, who approved it unanimously. Several years later, the Joseph J. Zilber School of Public Health became the first nationally accredited public health school in Wisconsin.

In addition to increasing its base budget, UWM secured a massive commitment from Governor Doyle to fund an ambitious construction program. In January 2007, Santiago defined UWM's need for intellectual space in bold and ambitious terms. On the Kenwood campus, UWM needed to build a state-of-the-art Interdisciplinary Research Complex to encourage collaboration between disciplines in the sciences. And the Great Lakes Research Facility in Milwaukee's harbor needed a new facility adjacent to its existing building as well as a new research vessel with up-to-date equipment.

These two requests raised a few eyebrows. But, undeterred, Santiago surprised many observers by declaring that UWM also needed a major new facility close to downtown Milwaukee to house the new School of Public Health and conduct research in the health sciences. In addition, he proposed moving ahead with the development of a new research park,

the Innovation Campus, in Wauwatosa, and came up with a plan to acquire the Columbia St. Mary's Hospital property adjacent to the UWM's main campus.

Santiago estimated the cost of these projects, which were discussed and debated for the next three years, at \$240 million, and announced in January 2010 a six-year funding package that included private gifts, revenue generated by UWM, and income derived from the sale of long-term state construction bonds. The campaign, which became known as the UW-Milwaukee Initiative and which was approved by the state legislature and the governor, held UWM responsible for raising 25 percent of the total amount with the remainder to come from long-term state construction bonds.



In his first year as head basketball coach, Rob Jeter led the Panthers to the 2006 NCAA Tournament. They advanced to the second round before losing to the University of Florida.

Even as primary attention was focused on UWM's academic and research goals, the campus celebrated unprecedented athletic successes. In 2004–2005, the men's basketball team enjoyed its most successful Division I season ever, with Bruce Pearl's Panthers compiling a 26-6 win-loss record and winning the Horizon League Championship. In the NCAA tournament, the Panthers upset the University of Alabama and then Boston College to advance to the Sweet Sixteen. There, the Panthers lost to the tournament runner-up, the University of Illinois, coached by UWM alumnus Bruce Weber. Shortly after the tournament, Pearl announced that he was leaving UWM to become head coach at the University of Tennessee.

Named to replace Pearl was the highly regarded Rob Jeter, who had played for Bo Ryan at UW-Platteville and served as one of Ryan's assistants at UW-Madison. In his first season, Jeter led the Panthers to the 2006 NCAA Tournament, where they defeated the University of Oklahoma before losing to the eventual NCAA champion, the University of Florida, in the second round. During the same season, Coach Sandy Botham led the women Panthers to the NCAA tournament, where they lost in the first round to Michigan State University. The year 2006 marked the first and only time that both the men's and women's basketball teams had earned their way into the NCAA's Big Dance.

Also in 2006, UWM celebrated its fiftieth anniversary, and on September 26, to mark the precise anniversary of the first day of classes held by UWM in 1956, a Founder's Day celebration featured a number of events, including a public celebration on the Union Plaza. Earlier in January, an important new student facility had opened—the \$40 million Pavilion, featuring 135,000 square feet of recreational space and 615 indoor parking spaces. Moreover, 2006 also saw the renovation of the 500,000-square-foot Kenilworth Plaza buildings on the city's East Side a mile south of campus. Constructed in 1914 as a Ford Model T plant, UWM had long used the two buildings as a storage and maintenance facility. Kenilworth Square East provided studios and exhibit space for the Art Department and the Institute of Visual Arts (INOVA) museum. Kenilworth Square West was renovated into dorm rooms for graduate and international students and temporary housing for university guests.

In December 2008, the Daniel M. Soref Learning Commons opened on the first floor of Golda Meir Library. As a result of the leadership of Director Ewa Barczyk, the library had received a \$1.75 million gift, which transformed the old reference room from a space dominated by traditional, printed reference aids into a state-of-the-art facility filled with computer terminals that provided access to electronic, online sources. The Soref Learning Commons also housed The Grind, a comfortable coffee shop that welcomed students, faculty, and staff into the library.

Like previous chancellors, Santiago was a strong supporter of National Public Radio and WUWM, which continued to be an important asset for the university. As the station's

Top left: A storage facility was converted into Kenilworth Square East, adding studios and exhibit space for UWM's Art Department on Milwaukee's East Side.

Top right: Golda Meir Library Director Ewa Barczyk (left) and Susan Peschel, librarian at the American Geographical Society Library.



general manager since 1985, Dave Edwards provided strong leadership and continuity. As a result, the influence and prestige of WUWM continued to grow, and the station received various awards, including recognition by the Wisconsin Broadcasters Association as the state's best radio station in 2010.

Santiago was an energetic, hard-working, and focused administrator. He worked well with Milwaukee business and corporate leaders but was not the kind of cheerleader that Zimpher had been. Santiago set ambitious goals for UWM and then drove hard—and at times, impatiently—to achieve them. Moreover, Santiago was not a leader who patiently tolerated critics on the faculty or in the community, or spent time attempting to persuade opponents to support him. In his determination to achieve his goals, Santiago also tended to be impatient with university procedures that seemed to require prolonged discussion with members of campus committees in order to reach decisions on key issues such as new facilities. As a result, he worked well with some faculty leaders but was criticized by others because he did not seem to fully accept faculty governance procedures.

One issue that produced criticism of Santiago was his support of the concept of an entrepreneurial university. Some faculty members argued that the legitimate resource needs



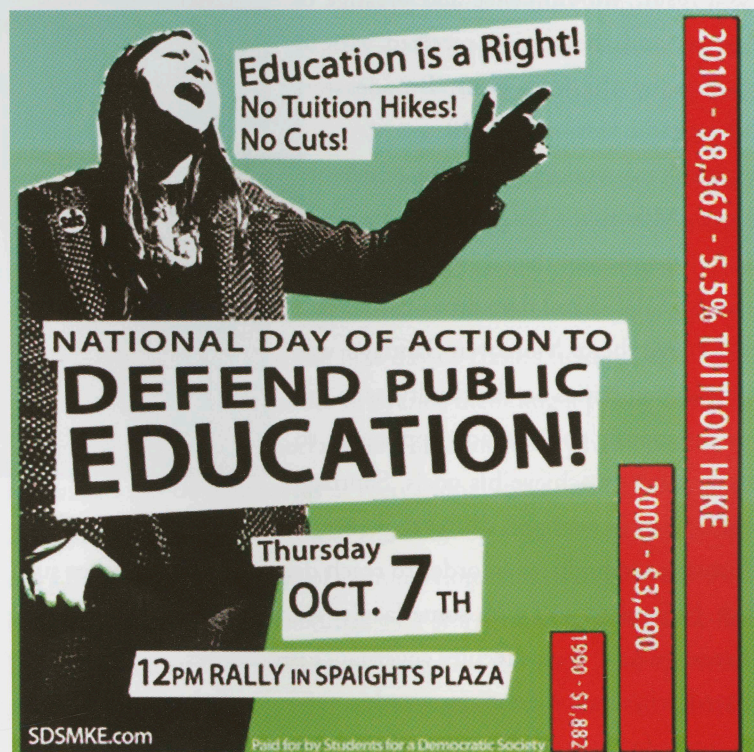
Dave Edwards, general manager of WUWM-FM radio since 1985.

of UWM should be met with additional state tax dollars, and Santiago's insistence that the university produce and generate its own such resources upset them. In 2009, the concept of the entrepreneurial university became the subject of public discussion when Professor Marc Levine, director of the UWM Center for Economic Development, criticized the concept in a detailed working paper. He and other skeptics warned that the search for outside money would inevitably translate into an excessive emphasis on programs and activities that could generate private and federal extramural funding; that is, programs in business, engineering, technology, and the health sciences at the expense of programs in the arts, humanities, and social sciences. To traditional faculty members, the entrepreneurial university was one that bowed down or sold out to the interests of private businesses and corporations in order to attract their dollars.

Differences and disagreements such as this one are an everyday fact of life at public universities. In fact, both sides were partially correct. Yes, the university needed to more aggressively generate additional private and extramural funds, but in order to perform its dual research and access missions, UWM also required greater support from the state of Wisconsin. Disagreements over the merits of the entrepreneurial university are basic to what a public university is all about as it goes through the sifting and winnowing process to arrive at the truth, or the best solution to a problem. But in this instance, unfortunately, the debate played out publicly in the *Milwaukee Journal Sentinel* in a way that became an unneeded distraction for the administration.

Santiago was also the target of sharp but largely unwarranted criticism from UWM student groups. Although not as popular with students as the outgoing Zimpher had been, Santiago dealt with students in a respectful and professional manner. Then, in March 2010, the administration and student leaders got their wires crossed. In response to the rising cost of public higher education and continuous tuition increases nationally, student groups held public protests at dozens of universities around the country. At UWM, 125 students

Students demonstrated their support for public education in 2010 in Spaight's Plaza.



gathered in the UWM Student Union and then marched to Chapman Hall, where they intended to deliver their formal demands to and meet with the chancellor. There, the students were told that the chancellor was not available but that their spokesperson could leave written copies of their protest with university officials. When the students objected to not being allowed to enter Chapman Hall, a scuffle ensued with Milwaukee and UWM Police Department officers. Although firsthand accounts differed, there was shoving and pushing, snowballs thrown by some students, and pepper spray used by the police. Eventually sixteen students were detained, and fifteen subsequently arrested. In the end, this was a brief, minor incident in which no one was injured; however, since the protest had been part of a national effort to condemn the rising cost of higher education, the national press picked up the story. Footage of the confrontation appeared on the national television news and was reported in *USA Today*. All in all, the protest constituted an embarrassing black eye in the media for UWM.

A year earlier, in April 2009, news surfaced that Santiago was a finalist for the presidency of Florida International University. Rumors of this type about university chancellors and presidents are common, but this situation was different because Florida is a state with extremely strong sunshine, or public information, laws. As such, the final steps in the selection of a president for one of the state's public universities were well publicized. Later that month, the *Milwaukee Journal Sentinel* reported that Santiago was a finalist for the position, and for the next week closely followed the selection process. Most in Milwaukee assumed that with his strong credentials and record, Santiago would be the clear choice. In fact, he was not, and once it became apparent that Santiago would not be selected, he quickly withdrew his name from consideration. Although many in Milwaukee accepted the situation with good grace, others in the city and on the campus resented his actions and claimed that his effectiveness as UWM's leader had been compromised. In fact, Santiago continued to be an aggressive, hard-pressing leader with an ambitious agenda for UWM. In January 2010, he reiterated and laid out the





At a reception, Chancellor Santiago stands with his wife Azura (far right), and their three daughters. UW System President Katharine Lyall is seated at Santiago's right.

next steps in his agenda. But then, in August 2010, he announced that he was leaving UWM to become the chief executive officer of the Hispanic College Fund, a national, nonprofit organization in Washington, DC, dedicated to improving access to higher education for Hispanic students in the United States and Puerto Rico.

Santiago had not enjoyed the widespread personal popularity of Zimpher, yet his achievements and legacy were substantial and far reaching. Under Santiago, enrollment grew from 27,208 in 2004 to 30,502, an all-time high, in 2010. UWM now enrolled more Wisconsin students than any other university in Wisconsin, including UW–Madison. The Access to Success program increased retention rates by 4 percent for all undergraduates and 10 percent for minority students. The \$125 million Campaign for UWM raised unprecedented amounts of private funds for the university. The Real Estate Foundation funded the construction of two new, off-campus dormitories that provided almost twelve hundred new beds for undergraduates.

Most impressive was UWM's dramatic research growth under Santiago. Research expenditures jumped from \$36 to \$68 million between 2004 and 2010, with the Campaign



for UWM producing important private gifts for research and faculty support. The number of PhD programs grew from sixteen to thirty, and the number of doctoral graduates more than doubled, from seventy-one to one hundred and fifty-two individuals. Also helping to accelerate the growth of research: the new Zilber School of Public Health and the School of Freshwater Sciences, which is the only graduate school of its kind in the US.

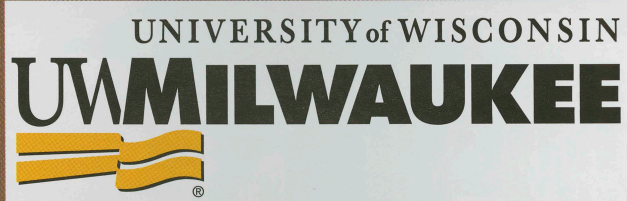
Santiago's chancellorship created a solid foundation and clear direction for UWM's growth as a research university. What's more, major building projects crucial to the future of research at the university were either under construction or in the final stages of planning at the time of his departure. These projects included the Freshwater Sciences addition, the new Kenwood Interdisciplinary Research Complex, and a new Public Health facility at the Pabst Brewery redevelopment in downtown Milwaukee. Under Santiago, UWM also purchased the Columbia St. Mary's Hospital campus, and won approval for the Innovation Campus in Wauwatosa.

The Kenwood Interdisciplinary Research Complex opened in 2015. Encompassing 132,000 square feet, it was the largest building to open on campus in twenty years.

CHAPTER

6

2010–2016





Against the Headwinds / 2010–2016

University of Wisconsin System President Kevin Reilly selected Michael R. Lovell, the dean of UWM's School of Engineering and Applied Science, as interim chancellor to replace Carlos Santiago on October 1, 2010. Although he had only been at UWM since 2008, Lovell was a highly regarded dean, and because one of Santiago's key priorities had been to strengthen engineering and technology at UWM, Lovell had been one of Santiago's most important appointments. Lovell's primary assignment: to lead the dramatic expansion of the College of Engineering by recruiting more than twenty new faculty members. In that role, Lovell had capitalized on the national economic recession and subsequent cutbacks in higher education to attract talented and productive engineering faculty to Milwaukee.

The forty-three-year-old Lovell had been raised in western Pennsylvania and educated at the University of Pittsburgh, where he received his undergraduate degree in engineering and his master's and PhD degrees in mechanical engineering. Before coming to UWM, Lovell had spent his entire academic career in various faculty and administrative roles at Pittsburgh. Once at UWM, Lovell quickly proved to be an able academic administrator who also worked well in the private industry sector.

After providing a smooth transition, Lovell was appointed permanent chancellor in 2011. Unlike previous chancellors, Lovell did not have to outline his personal goals for UWM. His task was to carry out and complete Santiago's very ambitious, but unfinished, research agenda for the campus. Lovell's two main tasks: building new UWM collaborations

CHAPTER SIX



Michael Lovell, dean of the School of Engineering, was named UWM's eighth chancellor in 2011.

and partnerships with the private sector, and completing the unfinished capital improvement plan, that is, the \$240 million UW-Milwaukee Initiative.

Dozens of new faculty members had been hired, ten new PhD programs introduced, and two new schools opened during Santiago's term in office. Research expenditures had also spiked. However, the construction agenda was far from complete. Although work was underway on the \$53 million research addition to the Great Lakes Water Institute and the \$80 million Kenwood Interdisciplinary Research Complex, officials awaited final approval for the \$20 million acquisition of the Columbia St. Mary's medical campus and the creation of a downtown facility for the new School of Public Health. The most challenging task that lay ahead was the acquisition of the eighty-nine-acre tract of land in Wauwatosa on which the Innovation Campus would be built. Although the project had considerable support, it also provoked sharp opposition. In addition to the cost, critics questioned the efficiency of creating what amounted to a second campus, a move that would force some engineering faculty members and graduate students to split their time between Wauwatosa and the

East Side of Milwaukee.

To maintain administrative continuity, Lovell left in place Vice Chancellor for Finance and Administrative Affairs Robin Van Harpen, Vice Chancellor for Student Affairs Michael Laliberte, and Vice Chancellor for University Relations Tom Luljak. In 2012, Lovell appointed the former dean of the School of Information Studies, Johannes Britz, as provost and vice chancellor for Academic Affairs. Britz had served for several years as the interim provost and vice chancellor. To lead the campus strategic planning process, Lovell selected Professor Mark Mone from the Lubar School of Business Administration, also naming Mone the chancellor's designee for Strategic Planning.

Selected as the founding deans of UWM's two

new schools were Magda Peck, to head the School of Public Health, and David Garman, to lead the School of Freshwater Sciences. To fill the empty deanship in the School of Engineering and Applied Science, Lovell appointed Professor Brett Peters from Texas A&M University. And in the School of Information Studies, Tomas Lipinski became the new dean.

From the outset of his administration, Lovell sought to infuse UWM's educational mission with core values. Although he did not publicly parade his religious beliefs or impose them on UWM, Lovell was a devout Catholic who believed that basic values were essential to the conduct of public universities. In his plenary addresses in 2011 and 2012, and periodic letters to the UWM community, Lovell voiced his overarching moral and ethical codes. "Values are what drive this university," he emphasized. "The money and marketing follow from them." Accordingly, he said, UWM would value "innovation and collaboration . . . diversity in all its definitions . . . [and] stewardship of resources." In developing a campus strategic plan, Lovell believed it essential that "guiding values" be articulated for the campus. In addition to those already identified, he noted that UWM prized open inquiry, a caring



Robin Van Harpen, vice chancellor for Finance and Administrative Affairs (left), and Johannes Britz, provost and vice chancellor for Academic Affairs.



compassionate and collegial community, ethical behavior, transparent and inclusive decision making, and “pride in our institution, our unique qualities, and our vital role.” One of Lovell’s top priorities was an effort to have UWM recognized as a “best place” for employees to work and students to learn.

In spite of strong support for Lovell on campus and in the community, some at UWM expressed skepticism about the university’s direction. Critics continued to object to the expense and wisdom of building what was essentially a second campus in Wauwatosa, complaining that the emphasis on science, engineering, and the health sciences seemed to relegate the arts, humanities, and social sciences to a secondary status, an allegation that Lovell denied. Noting the growing tendency of UWM to collaborate more closely with private industries and business, others expressed concern that public universities in general, and UWM in particular, were in danger of being co-opted by the commercialism of the private sector.

These objections, however, turned out to be minor compared to challenges presented by the major political changes then underway in Wisconsin. In November 2010, Wisconsin



elected Republican Scott Walker to replace outgoing, two-term Governor James Doyle, a Democrat. The Republicans also won large majorities in both houses of the legislature. At first there was no reason for concern. After all, for decades—and in spite of bumps in the road—the UW System had worked effectively with both Republican and Democratic governors and legislatures, partly explained by the fact that nearly every governor elected since the UW System had been created in 1971 was a product of and strong supporter of the UW–Madison or one of the other UW universities. Walker, however, was not a graduate of the University of Wisconsin; he had attended, but not graduated from, Marquette University.

Adding to the political uncertainty in Madison was the lingering national recession and the serious fiscal problems, including daunting state deficits that it had created in Wisconsin. In the 2011 legislative session, local—and indeed, national—attention focused on Wisconsin Act 10, Walker’s budget repair bill, which ultimately deprived public employees, including teachers, of their collective bargaining rights. Act 10 did not affect the University

Groundbreaking ceremony for UWM’s Innovation Campus in Wauwatosa, twelve miles from the main East Side campus.

Left:
Chancellor Mike Lovell (left),
and David Gilbert, president of
The UWM Foundation.

Right (left to right):
Michael Cudahy, Jeannette Tamayo,
Chris Abele, Bruce Block,
Mike Lovell, and David Gilbert.

of Wisconsin System, but in a move to address the state's fiscal problems, the legislature sharply increased the cost of UW System employees' health insurance premiums, retirement pension contributions, and other benefits. One longstanding fiscal grievance that hurt UWM in particular was the level of state general-purpose revenue the university received for each student enrolled. While UW–Madison received more than \$12,000 per full-time student, UWM's per-pupil allocation was set at only slightly more than \$5,000.

Because the state's fiscal condition had improved during the 2011–2013 biennium, UW System officials expected a \$181 million budget increase for the 2013–2015 biennium. The initial legislative deliberations on the new budget seemed hopeful, and were met with growing public support. Then a Legislative Fiscal Bureau audit released in April 2013 revealed that despite recent budget reductions, the UW System had amassed cash reserves of more than \$1 billion. The audit quickly became a political bombshell. Angry legislators denounced university leaders for building such a huge reserve while simultaneously requesting more state funds and continuing to increase student tuition rates.

UW System leaders responded to legislative criticism by explaining that the surplus, held in dozens of accounts on different UW campuses, actually constituted a reasonable level of cash reserves. At UWM, Lovell met with key legislators and strongly rebutted the allegation that UWM had an excessive amount of surplus cash on hand. He pointed out that of its \$92 million in cash reserves, more than \$72 million had already been committed to the \$240 million UW-Milwaukee Initiative to help build and operate the new buildings approved by the governor and legislature in 2009. According to Lovell, most of the remaining \$20 million was already committed to investing in the recruitment and retention of faculty, to fostering new business and industry partnerships, and to enhancing existing information technology on campus. Although UWM's individual defense was compelling, the legislature eventually saddled the UW System with a large budget reduction, which for UWM translated into \$6.9 million in fiscal year 2013–14 and another \$8.2 million in fiscal year 2014–2015.

UWM's Joseph J. Zilber School of Public Health is based in a Zilber-owned building that was once part of Pabst Brewery.



Further exacerbating UWM's financial condition was a sharp enrollment decline, which officials attributed to a drop in the number of new high school graduates in Wisconsin, intense competition from for-profit and online schools, and record-high freshman acceptance rates at UW–Madison. In the fall of 2010, student enrollment had reached an all-time high of 30,502 and was projected to exceed 32,000 in several years. However, enrollment began to decline in the fall of 2011. By the first semester of 2013, it had dropped to 27,813; indeed, total enrollment stood at 26,037 by the fall of 2016. These dramatic enrollment declines translated into correspondingly troubling revenue declines for the campus. In 2013, Lovell estimated that for the loss of every 1,000 full-time students, UWM lost \$10.8 million in tuition and fees.

Chancellor Lovell was known to be an open, optimistic, and direct administrator. Moreover, he was an engineer and a problem solver by training. As such, when confronted with a challenge or problem, he tended to rely on his administrative team to help him define the issue, identify possible solutions, and then take action to address it. Willing to make difficult executive decisions, Lovell also willingly accepted recommendations from faculty and staff, and readily empowered administrative teams to address issues.

In spite of the substantial political and fiscal headwinds UWM encountered, Lovell did not trim the sails of the university's aspirations. In September 2012, he announced a \$3 million partnership with GE Healthcare to develop a computational imaging program. In addition, an existing partnership with Johnson Controls was expanded, with the locally based corporation funding a world-class, state-of-the-art dry lab where Johnson Controls scientists and UWM faculty members and students could work together to develop and test battery prototypes. Another promising partnership was established between Stan



Top: Chancellor Mike Lovell with a group of students, 2011.

Bottom: Acquisition of the Columbia St. Mary's Hospital facility provided additional space for the Children's Learning Center, UWM's on-campus daycare provider.





Major construction projects in the mid-2000s included the renovation of the former Columbia St. Mary's Hospital (top) and the new Freshwater Sciences Research facility in Milwaukee's harbor.



Stojkovic, dean of the Helen Bader School of Social Welfare, and Milwaukee entrepreneur Will Smith of Growing Power that formed the Institute for Urban Agriculture and Nutrition to encourage business opportunities and wellness programs for inner-city residents.

Lovell also moved forward with the university's construction agenda. In June 2012, the new Joseph J. Zilber School of Public Health opened a facility near downtown Milwaukee. In January 2014 the Children's Learning Center, a child care center for children of faculty, staff, and students, moved into the recently acquired Columbia St. Mary's Hospital facility. Ground was broken and construction underway on the new Kenwood Interdisciplinary Research Center, with completion projected for the winter of 2015. Construction was also underway on the new Freshwater Sciences Research facility adjacent to the existing Great Lakes Research Center downtown. Most significant, Lovell insisted on pressing ahead with development of the new Innovation Campus in Wauwatosa, land for which had been acquired in 2011.

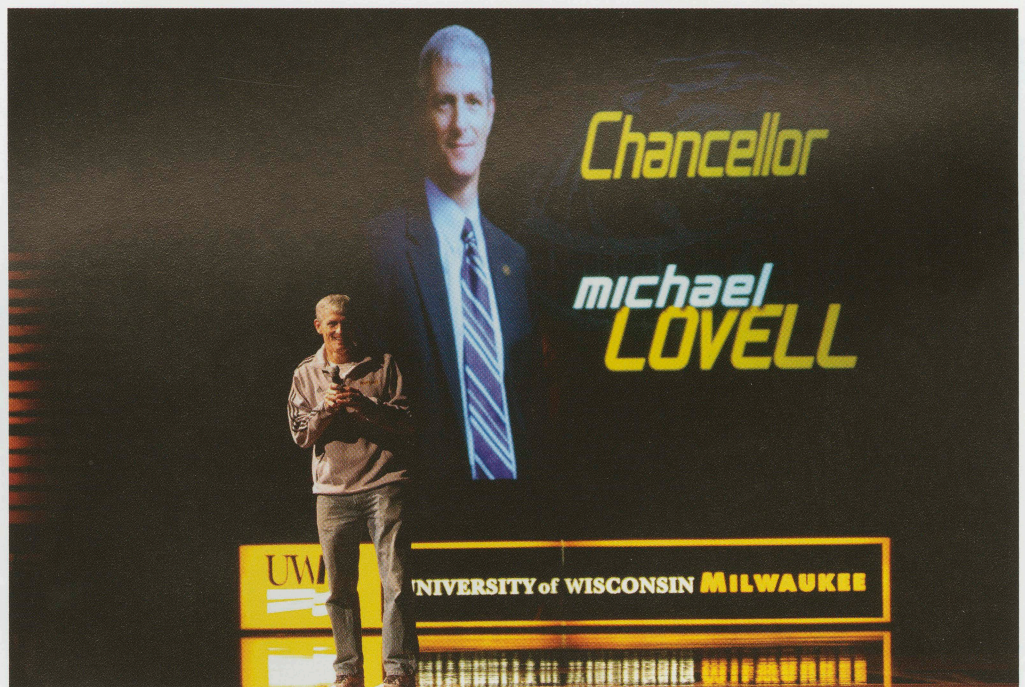
Lovell also assigned high priority to turning around the decline in student enrollment. Vowing to become involved personally in recruitment efforts, Lovell formed a campus Enrollment Task Force to generate new ideas on how to attract more students, and hired five new recruiters. In particular, Lovell sought to increase the number of both out-of-state



students and international students by 2018. A new scholarship, the Milwaukee Advantage, offered \$1,000 to qualified out-of-state students.

During 2013, Lovell lobbied actively for UWM. But that same year, UW System President Kevin Reilly announced that he was stepping down as president on December 31. UWM and the UW System now faced not only fiscal headwinds but also administrative uncertainty. That instability escalated in March 2014, when Lovell stunned UWM and many in Milwaukee by announcing his resignation as chancellor to accept the presidency of Marquette University. Adding insult to the pain many already were feeling, Lovell appeared several days later at a news conference to introduce Marquette's new head basketball coach.

In addition to their shock, many on campus felt that as conditions toughened after several flush years as a dean and then chancellor at UWM, Lovell was jumping ship to a more comfortable and better funded private institution without having to go through the inconvenience of relocating from Milwaukee. Lovell did not respond directly to these assertions, but denied them in a special message to the campus community, noting that his decision had been primarily one of faith. Knowing "how important my Catholic faith is in my life, and having the



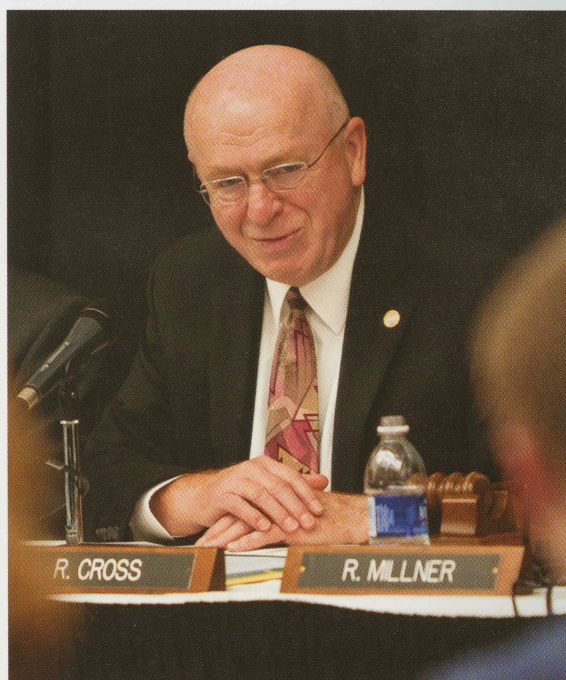
Chancellor Lovell, a forceful promoter of UWM, stunned the city in March 2014 when he announced he was stepping down to become president of Marquette University, UWM's crosstown rival.

ability to integrate my religious life with my professional life is something that I always wanted to do in my career," he said. According to Lovell, he had declined when initially approached about the Marquette presidency, but "in recent weeks, as several people asked me to keep an open mind, I began to hear a calling to serve at an institution where I could more openly share my Catholic faith." Lovell's energy and hard work had briefly sustained progress on UWM's research agenda, but his abrupt resignation meant that his tenure as chancellor—three years and two months—would be remembered primarily as the shortest in UWM history.

Although he originally intended to remain until August, Lovell moved his departure date up to May 31 after his temporary successor was appointed. In fact, Lovell's untimely decision had placed UWM in a difficult position; however, within several weeks, new UW System President Ray Cross announced the appointment of Professor Mark Mone of the Sheldon B. Lubar School of Business as interim chancellor. Then, in December 2014, the Board of Regents

confirmed Mone's selection as permanent chancellor. Before joining the UWM faculty in 1989, Mone had served on the faculty at Washington State University, where he had earned his PhD. Mone's selection was somewhat unconventional because he had not held a major administrative position at UWM as either the dean of a college or as a campus vice chancellor. Instead, for fifteen years Mone had been the associate dean for Executive Education and Business Engagement. In this position, he had spent a considerable amount of time designing executive leadership and team-building programs for corporations and non-profit organizations in Milwaukee. On campus, his teaching fields included personnel management, team building, and communication. Mone also had worked closely with departing chancellor Lovell, having served as Lovell's deputy for the comprehensive strategic planning process then underway. Continuity, longtime loyalty to UWM, and experience in the business community combined to make Mone a solid choice. And although no one knew it at the time, Mone's academic expertise in organizational team building and communication would quickly prove to be invaluable.

As UWM's new chancellor, Mone set a clear course. He needed to regain the momentum lost to Lovell's unexpected resignation and to bring to fruition the ambitious but



uncompleted agenda that had been defined by Chancellor Santiago and briefly carried forward by Lovell. In his plenary address to the campus in September 2014, Mone struck a proud and confident note about the university's present situation and future prospects. He cited a recent economic impact study, which estimated that UWM contributed \$1.5 billion annually to the Wisconsin economy. This economic activity, noted Mone, sustained almost 14,500 jobs and contributed an estimated \$85 million in state and local taxes.

In his remarks, Mone claimed that the enrollment decline was being stabilized, and cited improvement in the academic rankings of a number of UWM's departments and schools. He also cited major new campus partnerships with Milwaukee corporations such as Rockwell Automation, Badger Meter, and Veolia Water North America. Moreover, the new \$53 million Freshwater Sciences building had recently opened, as had UWM's new Innovation Campus in Wauwatosa, the centerpiece of which was the Innovation

Ray Cross (left) was named president of the UW System in February 2014. In December of the same year, Mark Mone was appointed UWM chancellor.



The Accelerator, a 25,000-square-foot research center used by UWM, the Medical College of Wisconsin and other institutions, is the centerpiece of the Innovation Campus in Wauwatosa.

Accelerator, a 25,000-square-foot facility where researchers from UWM, the Medical College of Wisconsin, and other institutions could collaborate on science projects with commercial application. On the main campus, completion of the Kenwood Interdisciplinary Research Center was expected in 2015. Downtown, the Milwaukee Arena had been renamed the UW-Milwaukee Panther Arena under a long-term contract, a designation that would raise UWM's national visibility as the arena hosted major events. Meanwhile, Mone spoke proudly of the ongoing initiative to make UWM a Best Place to Work. And in terms of the future, he expressed cautious optimism in reporting that the UW System planned to request a \$95 million budget increase from the governor and state legislature.

With respect to community engagement, a top priority for Mone was the M³ initiative (called M-cubed), a partnership featuring the Milwaukee Public Schools, the Milwaukee Area Technical College, and UWM. By overlapping and leveraging the services of these three educational institutions, the M³ initiative sought to improve the academic success of Milwaukee students from kindergarten through college graduation, which in turn would not only close the student achievement gap, but also produce a well-qualified workforce, strengthen the economy, and improve the well-being of Milwaukee.

The honeymoon period for new chancellors typically is not prolonged because controversial issues invariably emerge to dim the initial glow of good feeling. In Mone's case, the honeymoon was ridiculously brief, for within weeks of his December 2014 appointment as permanent chancellor, the UW System was under a siege from a number of politicians in Madison.



Rumors first circulated and then were confirmed that the Walker administration was planning to ask for major revisions to Wisconsin Statute Chapter 36, the state statute that authorizes and defines the UW System. First came word that Walker intended to dismantle the Wisconsin Idea by revising and narrowing the historic mission of the university system. Under Walker's proposed language, concepts such as "the search for knowledge . . . the search for truth," and the attempt to "improve the human condition" were to be eliminated from the UW System's mission statement and replaced with a charge to "meet the state's workforce needs." The proposed revision of this long-standing and highly admired mission statement created an immediate political firestorm and drew sharp criticism throughout Wisconsin. Claiming the new language had been a "drafting error," administration officials quickly backed off on the mission statement revision, but pressed ahead on changes to other provisions of Chapter 36, including those calling for reducing the governance role of faculty and students and eliminating faculty tenure.

In addition, with the controversy over the alleged \$1 billion surplus still fresh in their memories, the administration and legislature quickly disposed of the UW System's request for an additional \$95 million, proposing instead a massive \$300 million budget reduction for the 2015–2017 biennium. What's more, with only a few exceptions, universities would not be allowed to raise undergraduate student tuition.

Months of heated discussion and debate followed as the Board of Regents, UW System officials, and the university's many supporters attempted unsuccessfully to reverse these proposals. Ultimately, many of the provisions of Chapter 36 were eliminated, with the

Under a naming-rights contract, the city's arena was renamed the UW-Milwaukee Panther Arena, boosting the visibility of the university.

stipulation that the Board of Regents could draft new governance and faculty personnel policies. And in the end, the legislature cut the UW System's budget by \$250 million, prompting some outraged critics to note that the legislature's cut to higher education was roughly equivalent to the amount the state was providing to build a new arena for the Milwaukee Bucks professional basketball team.

Mone's response was very much in character with his training and experience. He was energetic and active in advocating for the university among Milwaukee business and community leaders, but Mone was not a confrontational person, nor an aggressive political lobbyist. Nor did he have the personal influence or power to convince the legislature to reverse course. Instead, he celebrated UWM's many achievements and positive contributions and its efficient use of state tax and tuition dollars. On campus, he drew on his considerable experience in teaching private- and public-sector organizations how to build teams to manage major transitions.

As the reality of the budget reduction set in, it became clear that UWM's share of the total budget decrease for the 2015–2017 biennium would be approximately \$30 million. Although the university had faced and managed periodic budget reductions for decades, \$30 million over two years was unprecedented, and presented a daunting leadership challenge for the new chancellor. On campus, anger, frustration, fear, and panic set in. With a budget reduction of this magnitude, it seemed certain that many faculty and staff positions, and some programs, would be eliminated. Certainly, tough—and in some cases, very tough—decisions would have to be made. This was the kind of situation that some university administrators welcome, given that they build their reputations on making tough decisions. In some circles, it is said that a university president should “never waste a financial

Gale Klappa, the longtime chief executive of WEC Energy Group and a 1972 UWM alumnus, has been an enthusiastic supporter of the university.



crisis” because it offers a golden opportunity and rationale for eliminating programs and imposing changes that would otherwise be unacceptable.

However, Mone reacted in a very different way. As the crisis unfolded, he created an open process that encouraged and welcomed widespread campus input and participation. There would be no decisions made by a few people behind closed doors. Instead, Mone made himself available at meetings and issued regular reports to answer specific questions and furnish detailed budget information. He also created several large groups of administrators, faculty, and staff, including the Budget Planning Task Force, the Budget Model Working Group, and the Budget Communication Task Force. Mone believed that in addition to reducing anxiety, this kind of open and inclusive process would produce solutions that would address both the university’s short-term budget crisis and long-term fiscal health.

Throughout 2016, tension within the UW System remained high. In March, the Board of Regents adopted new personnel policies that retained, but revised, the faculty tenure system. Now, in addition to being subject to termination for cause or poor performance, tenured faculty might also be terminated if the program in which they taught was eliminated, reorganized, or restructured for financial reasons. Considerable frustration grew throughout the year as faculty and staff members on multiple UW campuses complained that UW System President Ray Cross and the Board of Regents had not vigorously nor effectively defended the UW System and its academic values. The result was a series of no confidence votes across the UW System. At UWM, the faculty’s no confidence vote was unanimous. Although there was frustration with some chancellors on other campuses, at UWM there

Chancellor Mone enjoyed charity runs with students and faculty.



was virtually no criticism of Mone's efforts. The faculty considered him an advocate who had confronted an impossible political wave.

It was in the midst of this controversy, in early 2016, that the Carnegie Classification of Institutions of Higher Education announced its new classification of American colleges and universities, naming UWM a Level I research university—one of only 115 such universities in the United States. UWM had now joined the ranks of the most prestigious of the nation's more than 4,600 institutions of higher learning. Recognized by an influential and authoritative national foundation as a major university, UWM quite simply had reached its most important milestone. The goals and dreams of those who founded UWM in the 1950s had been fully realized. Making this achievement still more impressive was the



Chancellor Mone with new graduate Anne Barlas, who was honored by the UW System for her exemplary research as an engineering student.

fact that over those sixty years, UWM had often confronted and overcome considerable financial, political, and administrative headwinds. For every leader who had fought to make UWM a major university, there had been politicians, state bureaucrats, and even university officials whose resistance had to be overcome.

In layperson's terms, the Level I research university classification represented the gold standard for research universities, and the designation put UWM in the same category as the nation's most prestigious universities, including private institutions such as Harvard, Yale, Cornell, Stanford, Vanderbilt, and Duke, and the nation's leading public universities, such as the University of Wisconsin–Madison, the University of Michigan, the University of Washington, the University of Virginia, and the University of California, Berkeley. The distinction was based on criteria that included the number of doctoral programs offered

and the number of doctoral degrees granted, as well as the number of extramural research grants received and the amount of extramural research spending.

Most important, the Level I classification identified those universities whose research and graduate activities had a major and far-reaching impact on the economic prosperity and development of their communities. Simply stated, the most prosperous and technologically advanced communities in the United States all benefitted from the presence of one or more such schools. For Milwaukee and southeastern Wisconsin, the long-term dividends of having UWM in the region were—and continue to be—immense.

UWM's designation as a Level I research university was based primarily on research spending in so-called STEM (science, technology, engineering, and mathematics) fields, but also took into account scholarly achievements and creative contributions in the humanities, fine arts, and professional fields. In its quest to gain Level I status, UWM had relied heavily on the achievements of faculty members in disciplines such as chemistry, physics, biological sciences, engineering, and the health sciences, but it also had benefitted from the reputations of faculty members in the social sciences, humanities, fine arts, education, and library science, and the caliber of their published work.

At UWM, this spectrum of academic diversity was personified by two exceptional examples of academic excellence, one from the natural sciences and one from the arts and humanities. In 2017, three American physicists won the Nobel Prize in Physics for their work in proving the existence of gravitational waves, a discovery that in turn validated one of the major provisions of Einstein's general theory of relativity. The Nobel-winning project, which had taken years and cost millions of dollars, involved dozens of physicists. And although the Nobel Prize winners were not from UWM, among those physicists whose research was recognized as being instrumental in proving the existence of gravitational waves was a team of UWM physicists: Professors Alan Wiseman, Patrick Brady, Jolien Creighton, and Xavier Siemens, who had played a key role in establishing the complex system that calibrated the data collected from the two huge instruments that detected the waves.

In the arts and humanities, UWM had a long-standing reputation for excellence, striking evidence of which emerged in September 2016, when the MacArthur Foundation announced that Anne Basting, professor of theater, had been selected to receive a MacArthur Foundation Fellowship, commonly known as a genius grant. The no-strings-attached \$625,000 prize recognized and validated Basting's work in reframing how people view aging, and how the arts can be integrated into aging services and long-term care. With participatory arts as her vehicle, Basting pioneered the use of visual prompts to encourage people with dementia and Alzheimer's disease to imagine and tell stories, write plays



Theater Professor Anne Basting received a genius grant from the MacArthur Foundation in September 2016 for her work in integrating the arts into the care of people with dementia. The prestigious fellowship was the first awarded to a UWM faculty member.



Pat Borger, vice chancellor for development and alumni relations.

and poetry, and present stage performances. Basting also founded TimeSlips, a nonprofit that offers certification and training in the technique. The organization has trained more than two thousand facilitators in forty-two states and twelve countries. In Milwaukee, twenty-five trained students from UWM lead TimeSlips storytelling workshops each semester at local care facilities.

UWM had received additional good news months earlier when Vice Chancellor for Development and Alumni Relations Patricia Borger announced the Made in Milwaukee, Shaping the World campaign. The campaign went on to raise more than \$200 million for student success, research excellence, and community engagement initiatives at UWM. The fund-raising campaign, the largest in UWM's history as of this writing, was co-chaired by Sheldon and Marianne Lubar, Gale Klappa, James Ziemer, Douglas Hagerman, Mary and Ted Kellner, Michael and Sheila Falbo, Lorin Radtke, and John and Beth Pritchard. These ambitious totals reflected exceptionally strong support from the UWM Foundation and the longtime members of its board.

In response, the board room at the foundation office was named in honor of Jack and Jill Pelisek. Jack Pelisek had been a founder of the foundation, and Jill Pelisek, a board member who over the years had served in every position on the board, including that of chair. In spite of understandable low morale on campus, UWM faculty, staff, and administrators also stepped forward, contributing \$839,000, an increase of 20 percent over the previous academic year. Additional gifts supporting research totaled \$34 million, and included \$10 million from Sheldon and Marianne Lubar—one of many significant contributions the Lubars made to UWM—to establish the Lubar Entrepreneurship Center. Located at the corner of Kenwood Boulevard and Maryland Avenue, the 24,000-square-foot building—scheduled to open in 2019—will feature classrooms, assembly halls, and labs for developing software and product prototypes. Discussions were also under way with two UWM alumni—Satya Nadella, the CEO of Microsoft, and Keith Nosbusch, former chairman and CEO of Rockwell Automation—to create the Connected System Institute. This statewide multidisciplinary initiative seeks to improve industrial productivity through collaboration between academia and industry.

By 2016, UWM had fulfilled the goals and many of the dreams of its founders. A vibrant, nationally recognized, top-tier research university, it also provided wide student access, and promoted proactive,

community engagement. The student body was marked by remarkable diversity, and included undergraduate and graduate men and women of all ages, ethnic backgrounds, racial categories, and religious beliefs. Moreover, the university had been recognized for its program for military veterans and openness to students of all sexual orientations. Lastly, UWM had made a profound impact on greater Milwaukee in innumerable ways.



UWM alum Jill Pelisek, executive-in-residence in the Sheldon B. Lubar School of Business, served as a board member of the UWM Foundation. Her husband, Jack Pelisek, co-founded the foundation.

Through university programs and partnerships, and the individual efforts of countless members of its faculty and staff, the university had, over the years, positively affected most every aspect and element of life in Milwaukee. In June 2015, the Carnegie Foundation's Classification for Community Engagement recognized UWM as an engaged university, a selective category of universities that benefitted their communities in ways that exceeded traditional numerical academic measures used to rank colleges and universities. The following year, to celebrate the sixtieth anniversary of UWM, Chancellor Mone, in conjunction with the UWM Alumni Association, hosted hundreds of alumni at thirteen celebratory events around the country, touting UWM's recognition as an engaged university and its standing as one of the top 115 research institutions in the country. "I continue to be amazed at the personal stories I hear from alumni and the remarkable impact they have had on thousands of lives all over the world," Mone said. "Our alums have been so critical to our success as advocates, supporters, and agents of change."

UWM now stood at a critical crossroads. At precisely the moment it reached a long-sought historic milestone, the university faced unprecedented challenges that posed a direct and uncomfortable question: Given the intense financial and political pressure it was confronting, could UWM continue to perform as a major research university while also guaranteeing broad student access and extensive community engagement? The only viable response: Could UWM afford *not to* maintain its mission of research, access, and engagement?

Ultimately, of course, the question cannot be answered until the full damage of the 2015–2017 budget reductions become clear. However, UWM's history is instructive of its future. The university's founders and leaders have always faced daunting obstacles and somehow surmounted them, never allowing such challenges to stand as the institution's epitaph. There is every reason to believe that the present and future leaders of UWM will be equally successful.



Basketball fans turn out in full UWM gold regalia to cheer for the Panthers.

Important Events in the History of UWM

1955

Wisconsin legislature authorizes merger of the Wisconsin State College, Milwaukee, and the Milwaukee Extension Center

1956

University of Wisconsin-Milwaukee opens with an enrollment of 6,195 students

1958

Decision made to proceed with development and expansion of the main Kenwood Campus



1963

UW Board of Regents affirms goal of achieving major university status at UWM by 1975

1963

First PhD program (mathematics) approved

1964

Milwaukee-Downer College campus (forty-three acres and fourteen buildings) purchased for \$10 million



1964

Campus public service radio station, WUWM, goes on the air

1969

North Central Association of Colleges and Secondary Schools grants full academic accreditation to UWM as an independent university

1970

Protests over the invasion of Cambodia and the killings at Kent State University disrupt UWM and hundreds of other campuses in the United States



1971

Legislation merges the four campuses of the University of Wisconsin System with the eight campuses of the Wisconsin State University System to form a new, unified University of Wisconsin System

1971

WUWM becomes a charter member of the National Public Radio network

1974

UWM Foundation created

1978

American Geographical Society collection moved from New York City to UWM



1981-84

UWM Foundation's Key to the Future Campaign raises \$5.9 million

1984

Seventeenth PhD program (nursing) approved

1985

UWM (and its predecessor institutions) celebrate the one hundredth anniversary of public higher education in Milwaukee

1986-89

UWM Foundation's Second Century Campaign raises almost \$11 million

1990

UWM becomes an NCAA Division I institution



1991

UWM graduates 100,000th student



1994

UWM recognized by the Carnegie Commission on Higher Education as a national Level II research university

1995

Last in-person registration held

1995

UWM opens its downtown Center for Continuing Education facility

1999

The Milwaukee Idea launches



2006

UWM celebrates its fiftieth anniversary

2006

Both the women's and men's basketball teams compete in the NCAA National Tournament (The Big Dance)

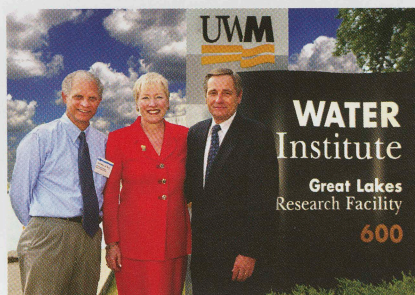


2006-2007

UWM Foundation's \$100 million Campaign for UWM raises more than \$125 million

2008

School of Public Health and School of Freshwater Sciences created



2010

Fall semester enrollment reaches 30,502

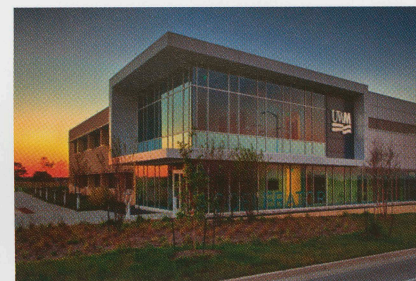


2010

Columbia St. Mary's Hospital Campus facilities acquired

2013

Innovation Accelerator Building opens on the new Innovation Campus in Wauwatosa



2016

UWM recognized by the Carnegie Classification as a Level I research university

UWM Chancellors 1956–2016



Johannes Martin Klotsche: 1956–1973

Johannes Martin Klotsche, or Joe, as everyone called him, had a career that paralleled that of UWM. A native of Nebraska, he earned his PhD in history from the University of Wisconsin and came to Milwaukee in 1931 to teach at what was then Milwaukee State Teachers College. He became president of the college in 1946 and oversaw its renaming as Wisconsin State College in 1951, and as the University of Wisconsin-Milwaukee in 1956. After his retirement as chancellor in 1973, he remained on the faculty of the history department until 1978.

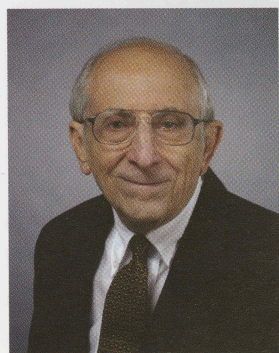
Klotsche helped define UWM as an urban university, a subject on which he wrote extensively, including in the books *The Urban University and the Future of Our Cities* and *The University of Wisconsin-Milwaukee: An Urban University*. He saw UWM's mission as a unique opportunity to give "new meaning to the quality of urban life." UWM's athletic complex is named after Klotsche.



Werner A. Baum: 1973–1979

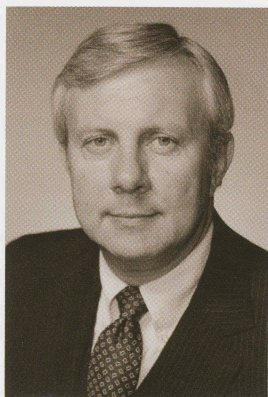
An expert in meteorology and atmospheric science, Werner Baum received his degrees from the University of Chicago. He served in faculty and administrative positions at universities in Maryland, Miami, and New York until he was appointed by President Lyndon Johnson as deputy director of the Environmental Science Services Administration (now the National Oceanic and Atmospheric Administration). After a stint as president of the University of Rhode Island, he followed the stars to UWM in 1973.

Baum helped increase UWM's focus on research and created the UWM Foundation to support student scholarships. Although he was forced to end the football program at UWM, he helped strengthen Panther basketball. He also expanded the campus with the construction of Curtin and Cunningham Halls and the Chemistry Building, and the remodeling of UWM's historic Milwaukee-Downer College buildings.



Leon M. Schur: acting chancellor, 1979–1980

A professor of economics, Leon Schur chaired the Faculty Executive Committee (or University Committee). He was one of the first professors to teach in UWM's graduate program in economics in the early 1960s, and later founded the UWM Center for Economic Education.



Frank E. Horton: 1980–1985

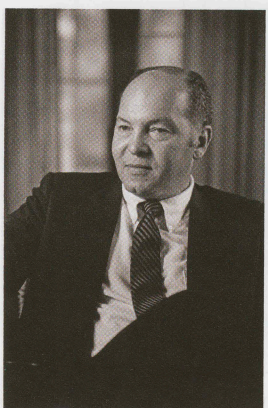
Frank Horton combined Klotsche's focus on the city and Baum's dedication to research to help build an urban research university that puts its knowledge and experience to work in service to its community. A professor of geography, Horton was director of the Institute of Urban and Regional Research at the University of Iowa and chaired the Urban Affairs Division of the National Association of State Universities and Land Grant Colleges. Before coming to UWM, he was also vice president for academic affairs and research at Southern Illinois University at Carbondale.

During his tenure at UWM, Chancellor Horton forged connections to the Milwaukee business community. He expanded the number of graduate programs and oversaw a major addition to the Golda Meir Library. Known for his outgoing style, Horton also led a major fund-raising campaign for the UWM Foundation before leaving UWM to assume the presidency of the University of Oklahoma, and later, the University of Toledo.



Norma S. Rees: interim chancellor, 1985–1986

Norma Rees was vice chancellor for academic affairs when she was tapped as interim chancellor. A nationally known scholar in speech therapy, she served as president of California State University, East Bay, from 1990 to 2006.



Clifford V. Smith Jr.: 1986–1990

Clifford Smith has the distinction of being the first African American chancellor of a four-year college in the UW System. He was a member of the faculties of the City University of New York, Tufts University, the University of Massachusetts, and the University of Connecticut before coming to UWM from Oregon State University, where he was head of the Radiation Center and the Department of Nuclear Engineering. He continued to encourage UWM's efforts to expand its research.

Smith also helped expand the campus, overseeing construction of the Architecture and Urban Planning and School of Business Administration buildings. He nurtured what was then the nationally acclaimed Professional Theatre Training Program at the School of the Arts, and supported UWM's move into NCAA Division I play. Following his tenure at UWM, Smith became president of the General Electric Foundation.



John H. Schroeder: 1990–1998

A distinguished UWM history professor and administrator, John Schroeder was named chancellor in 1990. After he resigned in 1998, Schroeder returned to the faculty, continuing to teach, engaging in historical research, and writing until he retired in 2012.

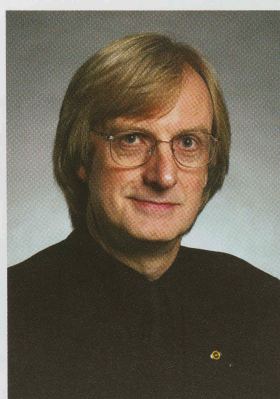
During his tenure as chancellor, Schroeder saw UWM named one of only 125 Level II research universities in the country by the Carnegie Foundation for the Advancement of Teaching. In addition to overseeing the completion of the university's long-term construction program, Schroeder launched a long-range planning process that resulted in a Strategic Plan for UWM that called for a continuation of the university's commitment to research excellence and student learning. "UWM will be one of America's premier urban universities," said Schroeder at the time, setting forth a goal that continues to inspire the university today.



Nancy L. Zimpher: 1998–2003

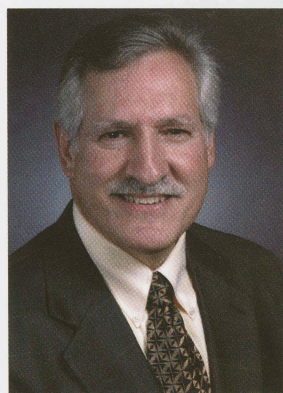
Nancy Zimpher was UWM's sixth chancellor and first woman chancellor. During her tenure, the faculty, staff, and students of the university strengthened their connections with off-campus constituents by developing The Milwaukee Idea, an initiative that focused on improving education, economic development, the environment, and public health. The process behind the creation of The Milwaukee Idea was chronicled in the book *A Time for Boldness: A Story of Institutional Change* (Anker Publishing Company Inc., Bolton, MA) that Zimpher co-wrote with Stephen L. Percy, director of UWM's Center for Urban Initiatives, and Mary Jane Brukardt, former senior writer at UWM.

Zimpher and her husband, Ken Howey, were deeply involved in the creation and first years of the Milwaukee Partnership Academy, which seeks to ensure the academic success of all K-12 students in Milwaukee. The coalition represented by the academy—including the Milwaukee Public Schools, Milwaukee Teachers' Education Association, Milwaukee Area Technical College, Metro Milwaukee Association of Commerce, and the Private Industry Council—is a perfect example of the collaborative, far-reaching partnerships that typified Zimpher's administration. She became the first woman president at the University of Cincinnati in 2003, and six years later, the first woman chancellor of the State University of New York.



Robert C. Greenstreet: interim chancellor, 2003–2004

Born and educated in Great Britain, Robert Greenstreet joined the UWM architecture faculty in 1981, and in 1990 was named dean of the only School of Architecture and Urban Planning in Wisconsin. As interim chancellor, he assured the community that the Milwaukee Idea, Chancellor Zimpher's signature initiative, would be carried forward.

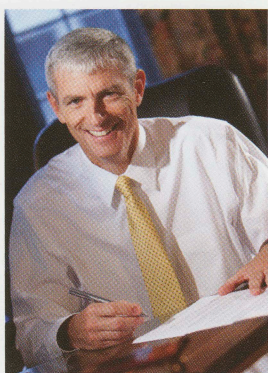


Carlos E. Santiago: 2004–2010

Carlos Santiago led UWM during a period in which enrollment and the number of degrees granted both grew by 12 percent; retention rates increased for all students, and especially students of color; and the number of doctoral programs increased from nineteen to thirty. Research expenditures rose from \$36 million (2003–'04) to \$68 million (2009–'10), an increase of 89 percent. Two affiliate organizations of the UWM Foundation, the Real Estate Foundation and Research Foundation, were created during Santiago's term. The Real Estate Foundation coordinated the privately funded construction of two new residence halls: RiverView and Cambridge Commons.

The chancellor championed the \$240 million UW-Milwaukee Initiative, designed to deliver significant investments in the future of the university and community. The initiative included the construction of the Freshwater Sciences Research facility, the Kenwood Interdisciplinary Research Complex, and a new facility downtown to house the Zilber School of Public Health; purchase and redevelopment of the Columbia St. Mary's hospital campus; and acquisition and creation of an eighty-nine-acre Innovation Campus on the Milwaukee County Grounds in Wauwatosa.

Born in Puerto Rico, Santiago earned a PhD in economics from Cornell University, and held faculty and administrative positions at Wayne State University and the State University of New York at Albany, where he fostered the development of nanotechnology.

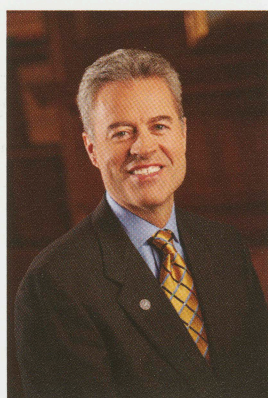


Michael R. Lovell: 2011–2014

Michael Lovell joined UWM in 2008 as dean of the College of Engineering & Applied Science and a professor of mechanical engineering. He was subsequently named a State of Wisconsin Distinguished Professor—a designation by the University of Wisconsin System that recognizes and supports professorships in areas of vital or emerging significance to the state.

Chancellor Lovell continued to push forward several university construction initiatives, including its Innovation Campus in Wauwatosa; a \$53 million expansion of its School of Freshwater Sciences on the Milwaukee inner harbor; and the first phase of the Kenwood Interdisciplinary Research Complex, the first all-academic building to be constructed on the UWM main campus in nearly two decades.

Lovell created or strengthened partnerships with many Milwaukee-area corporations. Work with Johnson Controls was especially successful as was work in the area of freshwater science, where he served on the board of The Water Council and supported the university's participation in the Global Water Center.



Mark A. Mone: 2014–Present

Mark Mone has guided UWM on a strategic course designed to strengthen student success, research, entrepreneurship, and innovation. As the university's ninth chancellor, he has overseen the consolidation of two regional campuses into branch campuses of UWM and expanded its innovation initiatives with the creation of the Lubar Entrepreneurship Center, all while developing partnerships with business and community leaders.

Mone has taken a leading role in the M7 Regional Talent Partnership, an initiative designed to address the growing need for highly skilled college graduates in Wisconsin. Chancellor Mone has positioned UWM to address societal issues through strategic reinvention, research, and collaboration.

He serves on the board of directors of several civic organizations and consortiums, and co-leads the M³ initiative (pronounced M-cubed), a partnership made up of the three major public education institutions in Milwaukee—UWM, Milwaukee Public Schools, and Milwaukee Area Technical College—which together serve 140,000 students. M³ seeks to close the achievement gap between groups of students.

In 2016, under Mone, UWM was named a Level I research university by the Carnegie Classification of Institutions of Higher Education—one of only 115 such universities in the United States.

A professor of management in the UWM Lubar School of Business since 1989, Mark Mone served for more than fifteen years as the school's associate dean for Executive Education and Business Engagement. In that role, Mone led a number of initiatives, including the longest-running Executive MBA program of its kind in Wisconsin.

UWM Distinguished Professors

The designation of Distinguished Professor is awarded solely on the basis of a faculty member's scholarly prominence in his or her field of study. Of the forty-nine professors who have achieved this status since 1973, thirty-one remain on the UWM faculty. The list does not include endowed and named professors in individual schools or colleges.

Active members of UWM faculty, as of August 2017

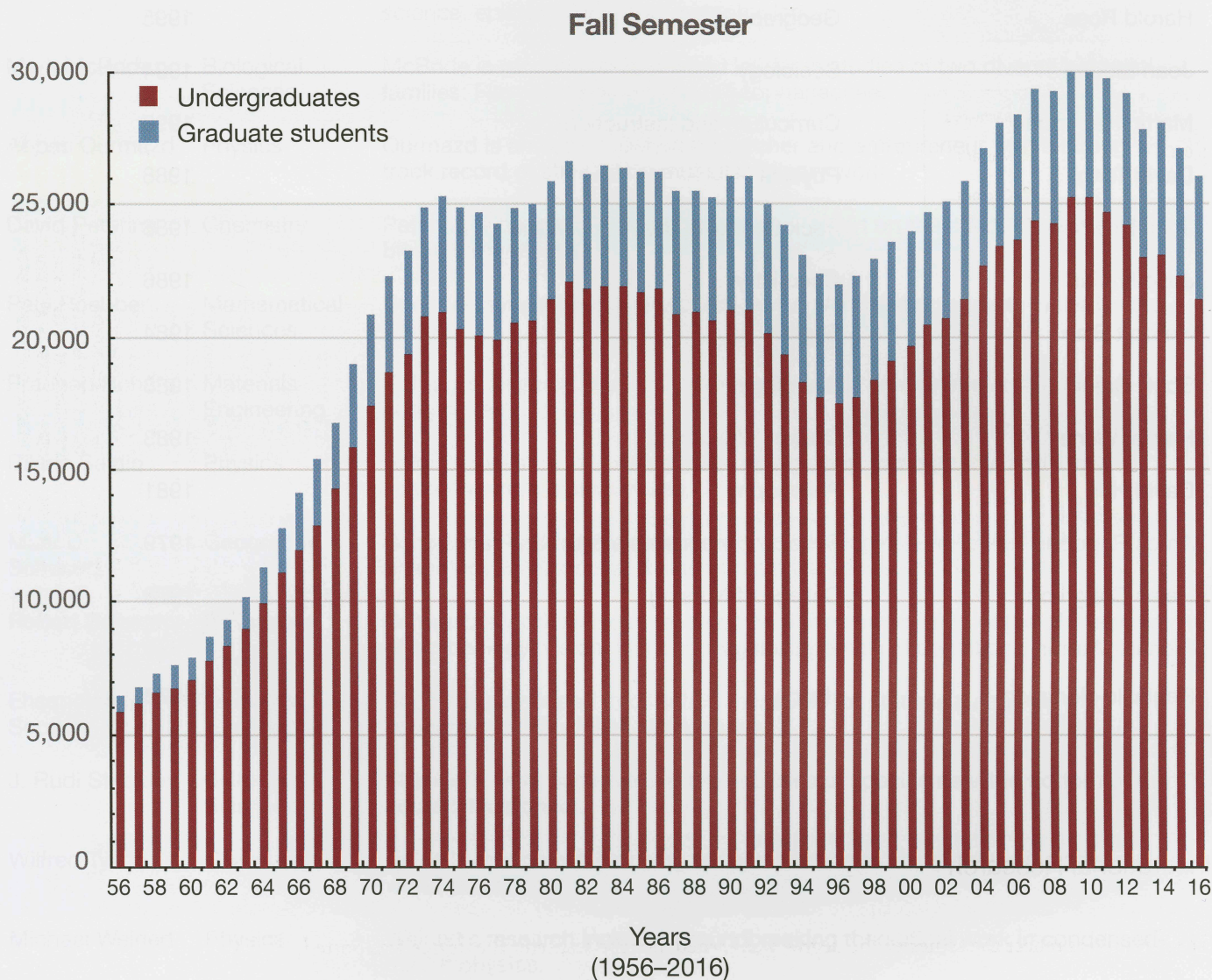
Professor	Departments	
Margo Anderson	History, Urban Studies	Anderson specializes in US social history and is a leader in research on the US Census.
Margaret Atherton	Philosophy	Atherton is an accomplished philosophy historian best known for her studies of Locke, Berkeley, and Descartes.
Mohsen Bahmani-Oskooee	Economics	Bahmani-Oskooee's research areas include international reserves, open economy macroeconomics, and exchange rates.
Junhong Chen	Mechanical Engineering	Chen's research focuses on nanomaterial and nanodevice innovations for sustainable energy and environmental applications.
James Cook	Chemistry	Cook's work contributes to safer and more effective medications to ease anxiety and alcoholism.
Kathleen Dolan	Political Science	Dolan's work focuses on women as candidates, gender stereotyping in voting and elections, and political knowledge and participation.
Peter Dunn	Biological Sciences	Dunn's research on birds includes sexual selection, immunogenetics, and the impact of climate change and plumage color on their survival.
Nadya Fouad	Educational Psychology	Fouad's research interests include the effects of culture and gender on career development.
Jane Gallop	English	Gallop is recognized for her work on the overlapping fields of psychoanalysis, literary studies, and women's studies.
Arun Garg	Industrial Engineering	Garg's ergonomics work has advanced the understanding of repetitive-motion injuries, and influenced Occupational Health and Safety Administration policies.
Fred Helmstetter	Psychology	Helmstetter's research involves the complex psychological phenomena of learning, memory, and emotion.
Uk Heo	Political Science	Heo is an internationally recognized scholar in the overlapping fields of Korean politics, defense policy analysis, security studies, and political economy.
John Heywood	Economics	Heywood's research includes interactions between employers and their workers throughout the United States, Europe, Asia, and Australia.

Professor	Departments	
Thomas Holbrook	Political Science	Holbrook's scholarship is concentrated primarily on voter behavior. He has also contributed to the research literature on state and local politics.
John Isbell	Geosciences	Isbell is recognized as one of the leading authorities on the late Paleozoic ice age.
Christine Kovach	Nursing	Kovach is an internationally recognized expert in gerontological nursing and quantitative research methods.
Stephen Leeds	Philosophy	Leeds's research has achieved distinction in the fields of philosophy of science, epistemology, and metaphysics.
Mark McBride	Biological Sciences	McBride is recognized as a world leader in studies of two diverse bacterial families: Flavobacteriaceae and Cytophagaceae.
Abbas Ourmazd	Physics	Ourmazd is an accomplished researcher and entrepreneur with a strong track record of stimulating multidisciplinary work.
David Petering	Chemistry	Petering is an internationally recognized expert on the effect of metals on biological systems.
Paul Roebber	Mathematical Sciences	Roebber is regarded as one of the leading forecasting experts in the United States.
Pradeep Rohatgi	Materials Engineering	Rohatgi's research has had a profound impact on cast metal matrix composites.
Dilano Saldin	Physics	Saldin's research interests include holography, tomography, and x-ray scattering from biomolecules.
Mark D. Schwartz	Geography	Schwartz's work has revealed important ecological implications of phenology the seasonal timing of plant life cycles.
Robert Schwartz	Philosophy	Schwartz's work includes research on three components of the philosophy of psychology: vision, language, and mathematical cognition.
Ehsanolah S. Soofi	Business Statistics	Soofi has developed information measures for statistical analysis with economic and business applications.
J. Rudi Strickler	Biological Sciences	Strickler's work has revealed the activities of species near the bottom of the aquatic food chain.
Wilfred Tysoe	Chemistry	Tysoe is recognized for using surface science to study catalysis under real world conditions.
Michael Weinert	Physics	Weinert's research includes groundbreaking theoretical work in condensed-matter physics.
Merry Wiesner-Hanks	History	Wiesner-Hanks's research on the lives of women in the early modern period has helped establish the field of women's history.
Fatemeh (Mariam) Zahedi	Information Technology Management	Zahedi is recognized for research combining theories behavior and design science to address issues involving Web usage and information technology.

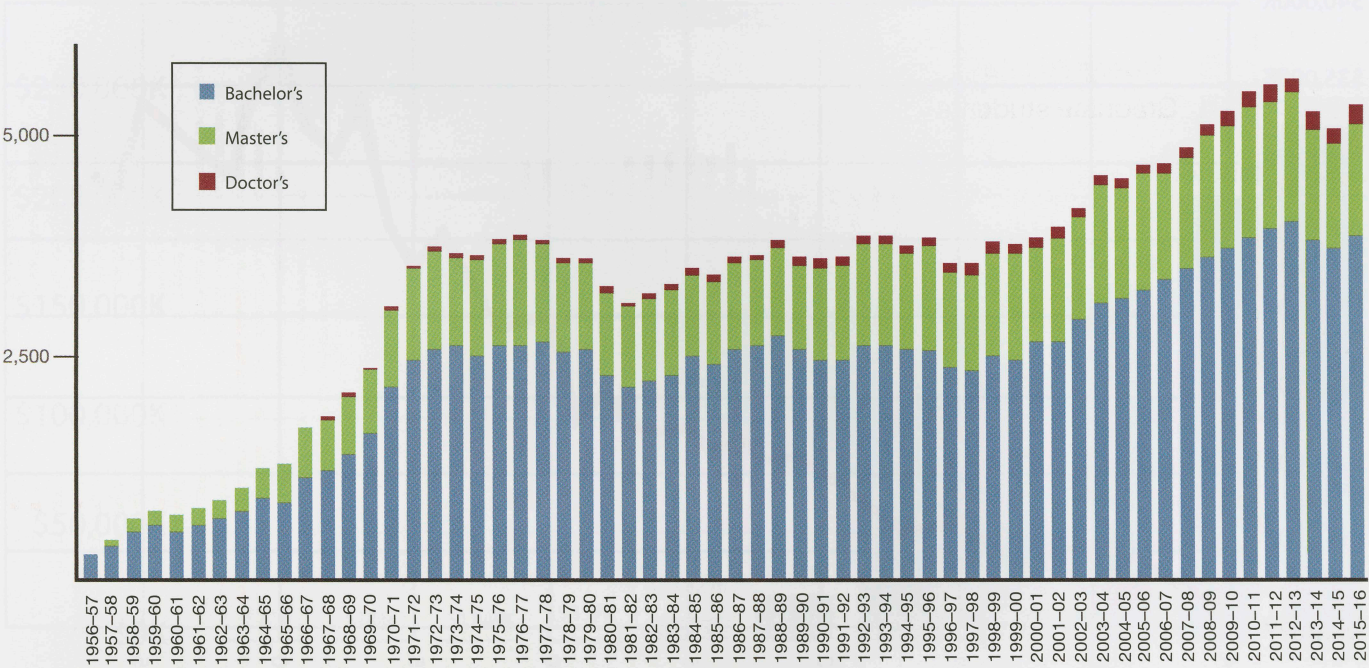
Distinguished Professors who are no longer members of UWM faculty

Chukuka Enwemeka	Kinesiology	2012
John Friedman	Physics	2007
Terry Nardin	Political Science	2003
Patricia Mellencamp	Art History	1997
Harold Rose	Geography	1995
Joan Moore	Sociology	1994
Martin Haberman	Curriculum and Instruction	1993
David Tong	Physics	1988
John Downey	Peck School of the Arts—Music	1986
Jose Fripiat	Chemistry	1986
Herbert Blau	English	1984
Scott Greer	Sociology	1983
Harriet Werley	College of Nursing	1983
David Hull	Philosophy	1981
Amos Rapoport	School of Architecture & Urban Planning	1979
Helen Creighton	College of Nursing	1978
Richard Warren	Psychology	1975
Reginald Horsman	History	1973

UWM Fall Enrollment 1956–2016



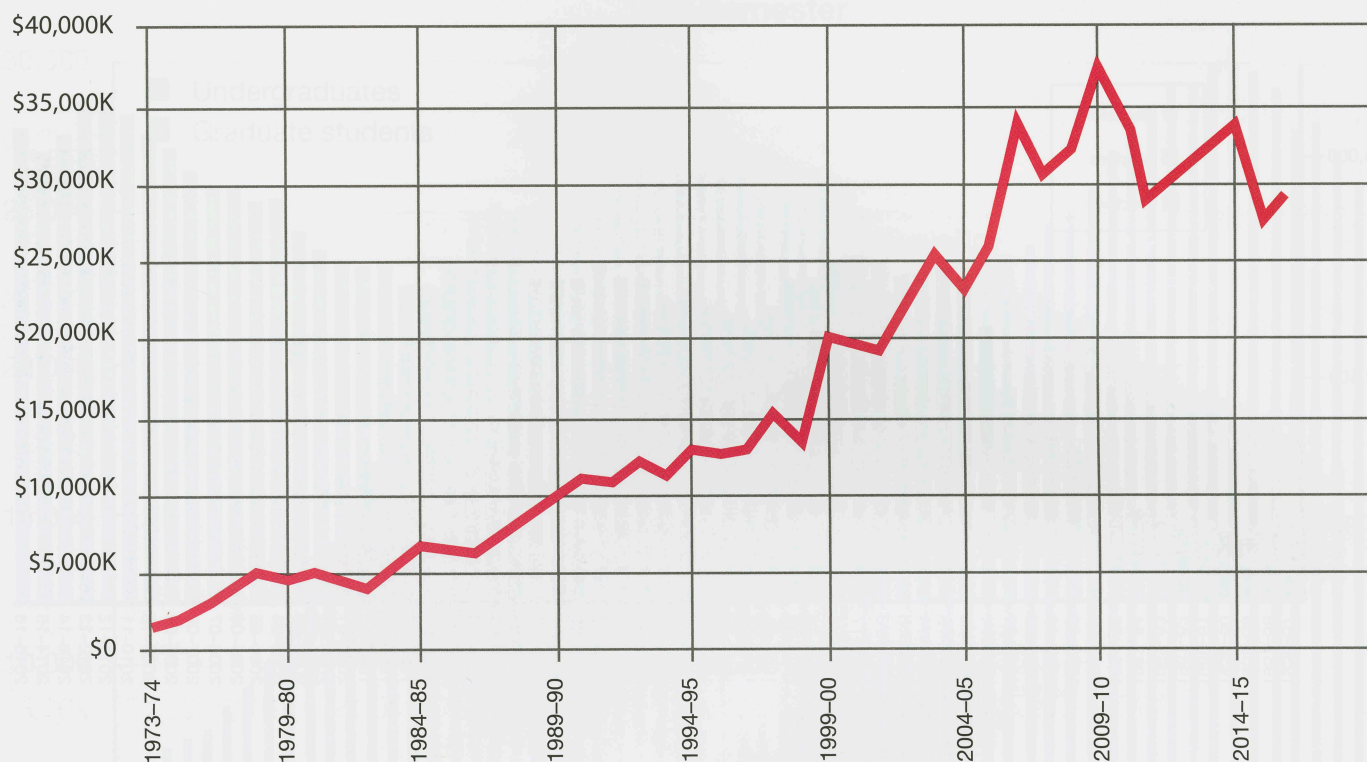
UWM History of Degrees Granted 1956–2016



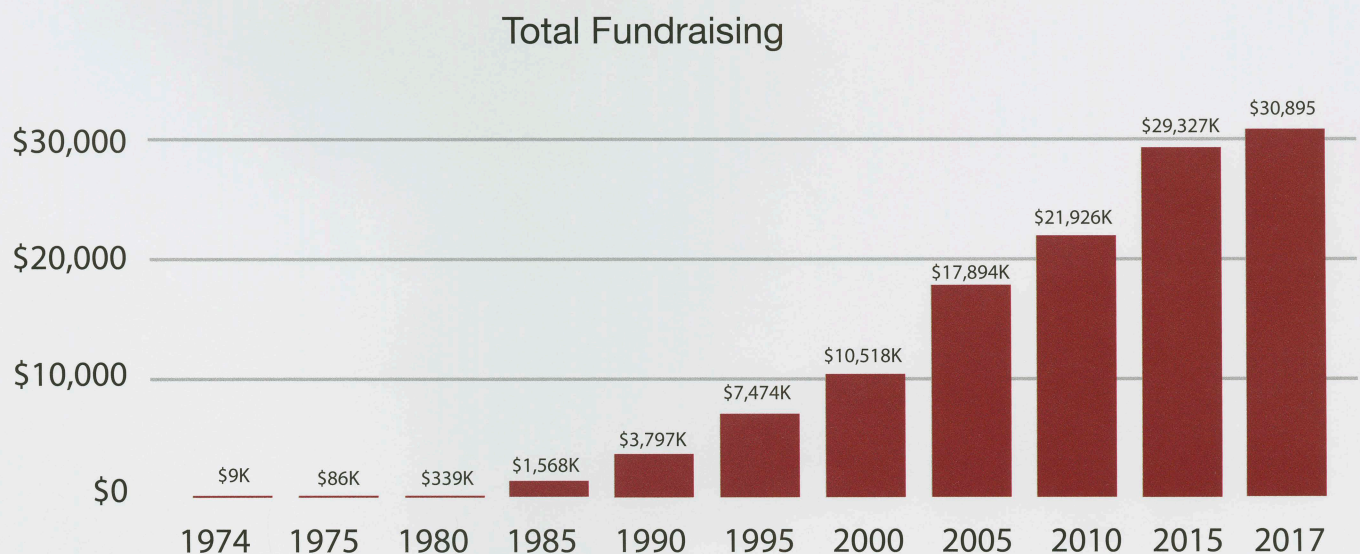
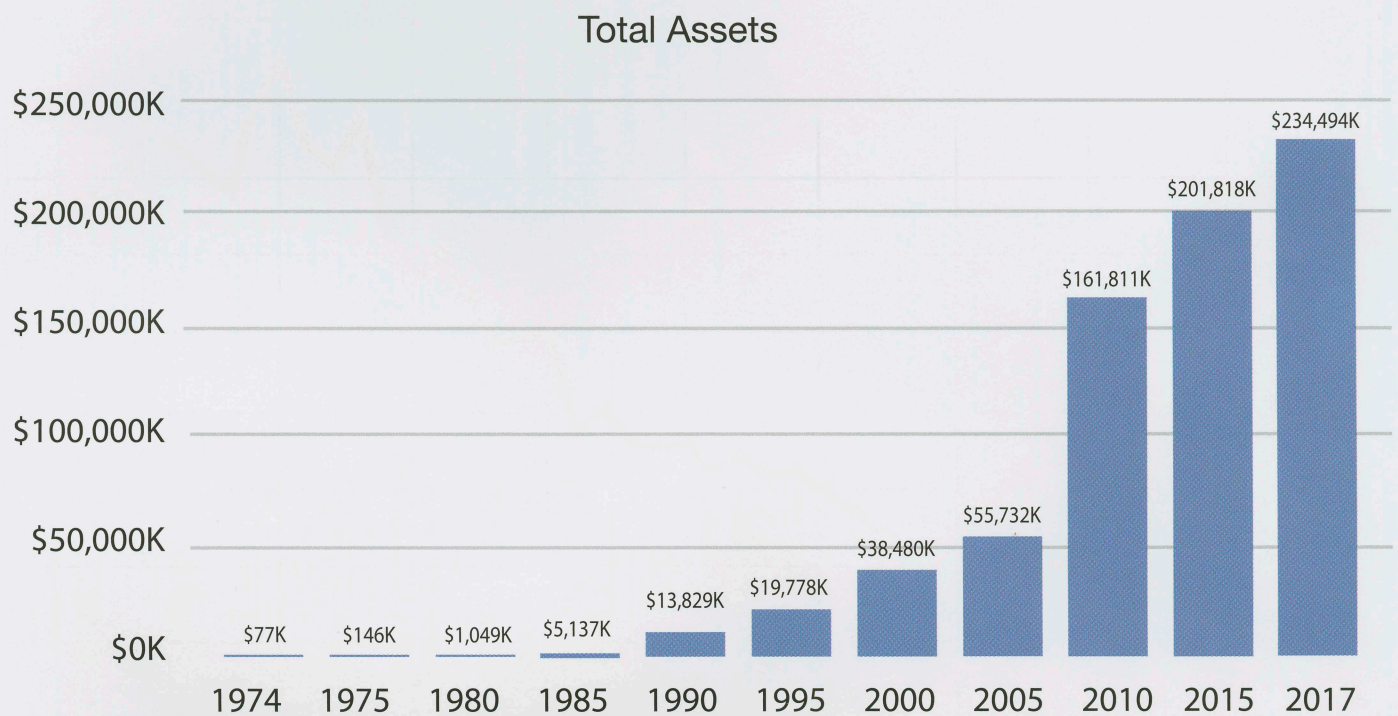
Institutional Research

These numbers reflect the semester the degree was earned, not the semester the degree was posted.

UWM Extramural Research Funding 1974–2017



UWM Foundation Assets and Fundraising 1974–2017





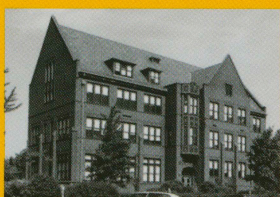
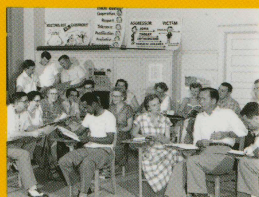
John Schroeder is the author of five books on nineteenth century American history, including a biography of Commodore Matthew Calbraith Perry, which won the Roosevelt Prize for American Naval History in 2000. A retired professor of history at the University of Wisconsin-Milwaukee, Schroeder served as chancellor of UWM from 1990 to 1998. He and his wife, Sandra Schroeder, now divide their time between Oostburg, Wisconsin, and Rio Verde, Arizona.

1955

Wisconsin legislature authorizes merger of the Wisconsin State College, Milwaukee, and the Milwaukee Extension Center

1956

University of Wisconsin-Milwaukee opens with an enrollment of 6,195 students



1963

First PhD program (mathematics) approved

1964

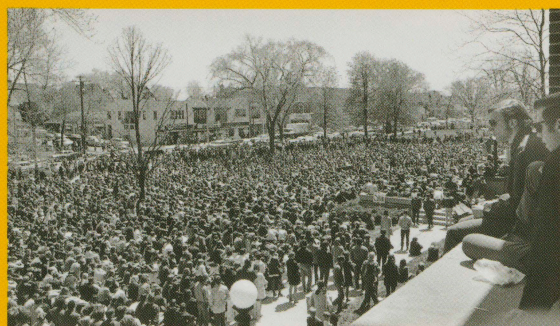
Campus public service radio station, WUWM, goes on the air

1969

North Central Association of Colleges and Secondary Schools grants full academic accreditation to UWM as an independent university

1970

Protests over the invasion of Cambodia and the killings at Kent State University disrupt UWM and hundreds of other campuses in the United States



1978

American Geographical Society collection moved from New York City to UWM



1984

Seventeenth PhD program (nursing) approved

1990

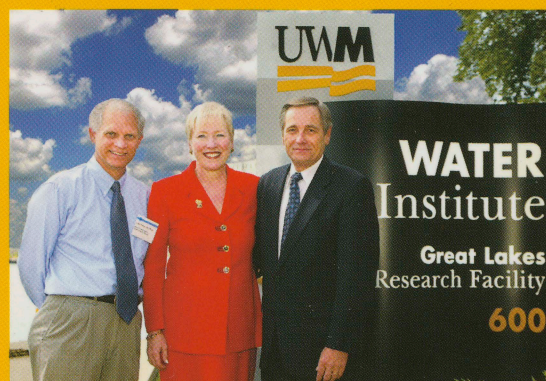
UWM becomes an NCAA Division I institution

1991

UWM graduates 100,000th student

2008

School of Public Health and School of Freshwater Sciences created



2010

Columbia St. Mary's Hospital Campus facilities acquired

2016

UWM recognized by the Carnegie Classification as a Level I research university



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Milwaukee, Wisconsin, 53202
<https://uwm.foundation>

