UWM & the Future of Metropolitan Milwaukee

A Task Force Report

May 1986
The Task Force on UWM and the Future of Metropolitan Milwaukee

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Contents

Our Purpose 2
Metropolitan Mission: The Dynamics of Change 3
A Commitment to Quality Education 4
Greater Milwaukee's Economic Future 6
Environmental Quality/Regional Development 7
Quality of Life: Arts and Humanities 8
Quality of Life: Effective Health and Human Services 9
Conclusion 10
Recommendations 11
Bibliography 12
Our Purpose

The people of the Greater Milwaukee Region are determined to take charge of their future. They see a major, doctoral research university as a powerful and necessary resource to help them achieve that future.

This report charts a future course for the University of Wisconsin—Milwaukee. It is drawn from the collective ideas and recommendations of the many Milwaukeeans who participated in community-wide efforts to forecast and improve the region's future. Literally thousands of citizens participated in efforts to set goals and objectives to carry us into the next century and beyond. A common theme in one after another report from civic and business task forces is the importance of a major research university dedicated to serving the region. Greater Milwaukee wants and needs the educational opportunities, applied and basic research, scientists, scholars and the many intellectual, literary and artistic resources the university offers the metropolitan region.

Civic leaders and the leadership of the university's faculty and academic staff together developed this set of recommendations and goals to reflect the needs of the region in the decades ahead. The Task Force drew from the most recent studies of Milwaukee's future to summarize the major challenges facing our region, identifying those particular challenges which hold a significant role for the University of Wisconsin—Milwaukee. We found agreement that now is the time to affirm and redefine the direction for both our community and our university. Both have grown dramatically, changing in response to forces often national or international in scope. We want our university to serve our people and the businesses and organizations so important to our future.

The Greater Milwaukee Region includes the seven southeastern Wisconsin counties with a population of over 1.7 million people, or almost 40 percent of the state's population. The University of Wisconsin—Milwaukee serves over 25,000 students with an array of undergraduate, graduate, research, and outreach programs, making it a leader among metropolitan universities in America. Our community and our university both need carefully developed strategic plans to guide them toward prosperity in a time of scarce resources and increasing competition.

We present this report with an absolute commitment to quality, because quality is the standard and tradition Milwaukee will carry forward into the future. Greater Milwaukee wants quality in its educational system, first and foremost. This commitment is also central to our efforts in economic development, enriching the character of life in our region, and improving our housing, land use, and transportation systems.

A vital metropolitan marketplace demands a particular kind of university to help fulfill its future, the kind of a university we want UWM to be. This report is a call to action for the university, the Greater Milwaukee community, and the state. We present this report in a spirit of optimism and enthusiasm tempered by reality and the many challenges facing our state. We ask you to receive this report in the spirit in which it is offered and join us in working together to accomplish its recommendations.

Respectfully submitted,

Frank J. Pelisek, Chairman
Task Force on UWM and the Future of Metropolitan Milwaukee
Metropolitan Mission: The Dynamics of Change

Greater Milwaukee is Wisconsin's leader in manufacturing, business, and finance. Its size and its economic and human diversity make it unique among Wisconsin communities. Equally unique is the degree to which the University of Wisconsin-Milwaukee focuses its programs to meet the special needs of the metropolitan area; a major part of UWM's select mission is serving the needs of people who reside in the area. Ninety percent of UWM's students come from southeastern Wisconsin, and more than 80 percent remain in the region after graduation to work and serve as leaders in their community.

UWM is a young institution that has achieved remarkable development in a relatively short time. A major, doctoral, research university pursuing its mission of service to the metropolitan region should be a powerful force in the future of our community. Greater Milwaukee needs UWM's continuing development.

UWM must play a key role in the UW System's commitment to providing access to quality undergraduate and graduate education in the metropolitan region because so many of our people are tied to their community by family, jobs, careers, and personal finances.

UWM must continue to form partnerships with the area's businesses, while serving the region's full and part-time students and others who depend so heavily on a public university for intellectual and economic growth.

Recommendations

1. UWM should be charged by the Board of Regents to develop an implementation plan, with input from Greater Milwaukee's civic leadership, to fulfill the mission of the university in the 1980s and beyond, with particular attention to the university's research and doctoral mission.

2. UWM should thoroughly review and evaluate its array of academic programs, propose needed modifications, and determine areas of needed expansion requiring cooperative programming, private support, and other resources.

3. UWM should increase its ability to serve the growing needs of business professionals, working students, and others who attend school part-time, as special, non-degree candidates, or for non-credit instruction.

Rationale

- The consensus of several studies undertaken in the wake of the 1979-81 recession was that the region's future was closely related to university support in several areas: basic and applied research, expanded business and engineering curricula, flexible scheduling of evening and weekend courses, and graduate and undergraduate courses which allow employees to upgrade skills or shift careers.

- In addition to serving the state's second largest body of full-time, traditional-age students, UWM serves more older students, more commuter students, more minority students, more disadvantaged students, and more part-time students than any other university in Wisconsin. With the largest number of these students living off-campus, extended day programs and community outreach programs are far more essential at UWM than at campuses where the majority of students live on or near the campus. This need cannot and should not be met by diverting resources from already thriving weekday programs.

- Facts relevant to UWM's metropolitan mission are included in the UW Regents' study on the future of the UW System:

  "...As the job market shifts to require fewer people, the jobs that are available will require much more highly educated people. Individuals who are capable of working in an environment based on high technology.

  Wisconsin's greatest resource for economic survival is a citizenry that can contribute productively in the state's tax base. They must be technologically, scientifically, and socially prepared to respond to change.

  Higher education will be expected to assist in the solution of problems at every level, from global to local, public to private.

  Problems include hunger, pollution, energy, housing, infrastructure, health care, aging, economic development, changing technologies, and new research.

  Along with the growing number of Americans of middle age, there will be an increase in the number of non-traditional students and in those engaged in "lifelong learning."
A Commitment to Quality Education

The people of Greater Milwaukee and UWM have an absolute commitment to excellence in public education at all levels because they believe quality education, from the kindergarten through the graduate school level, is critically important to their economic and social future.

The faculty and leadership of UWM have made a strong effort to pursue quality instructional, research, and public service programs, the most recent example being the adoption of General Education Requirements to ensure a broad-based education for all students. UWM must maintain and improve its strong core of educational and research programs in the liberal arts. UWM has made great strides in graduate education and has a major responsibility to help educate the Ph.D. - trained faculty for our state's and our nation's universities. UWM has a special role to play in educating and graduating future minority faculty.

The people of Milwaukee fought to create UWM's predecessor institutions in order to improve the quality of education in their community. The community has the same high expectations of UWM today.

For over 100 years through its predecessor institutions, UWM has educated teachers, fostered the development of innovative techniques and curricula, and pursued research to improve educational quality. The challenge today is to intensify those efforts while expanding access to educational opportunity for new generations, particularly for ethnic and racial minorities.

**Recommendation**

**4** UWM should lead in the efforts to achieve quality education at all levels, with particular attention to the needs of minorities.

- UWM should pursue its commitment to educational quality and eaching excellence at the undergraduate level while developing its graduate and research programs.
- UWM should work with primary and secondary schools, both public and private, to improve and expand opportunities for quality education, including existing pre-college programs.
- UWM should expand its special role in educational research, curriculum development, and preparation of elementary and secondary school teachers.

**Rationale**

- In its 1983 report *An Open Letter to the American People, A Nation at Risk: The Imperative for Educational Reform*, the National Commission on Excellence in Education stated:

  "In a world of ever-accelerating competition and change in the conditions of the work place, of ever-greater danger, and of even larger opportunities for those prepared to meet them, educational reform should focus on the goal of creating a learning society. At the heart of such a society is the commitment to a set of values and to a system of education that affords each member the opportunity to stretch one's mind to its full capacity, from early childhood through adulthood, learning more as the world itself changes. Such a society has as a basic foundation the idea that education is important not only because of what it contributes to one's career goals but also because of the value it adds to the general quality of one's life."
Hanna Holborn Gray, president of the University of Chicago and a national leader in higher education, stressed the concern of educators:

We believe it of the highest importance to reverse the erosion of graduate education that has developed nationally and also to strengthen the college. In addition, we are giving major attention to the expansion of facilities and resources that are required to improve the capacities of teaching and research in the physical sciences and to extend the distinction of our research libraries.

The Governor's Study Commission on the Quality of Education in the Metropolitan Milwaukee Public Schools prefaced its 1985 study by calling for greater cooperation among all areas of education.

Several successful cooperative programs between UWM and the Milwaukee Public School District have already been achieved, including the UWM-MPS Joint Coordinating Committee, which acts as the facilitator of new and present programs. UWM's innovative programs to achieve better collaboration with local schools have attracted the attention of such highly respected publications as the Chronicle of Higher Education.

The Governor's Study Commission on the Quality of Education in the Metropolitan Milwaukee Public Schools cited the need for better quality education in Greater Milwaukee, and for increased levels of collaboration between MPS and UWM:

Extensive pre-college programs should be developed or expanded jointly by the UW System and local education agencies through each of the four-year universities with special 'autonomy' projects to be provided through those institutions whose service areas include large minority populations.

The urban university's relationship with public schools is its most important relationship, according to George E. Ayers, president of Chicago State University.

According to a 1983 Carnegie Foundation report, "Schools need the help of industry and business and, business needs the schools."
Greater Milwaukee's Economic Future

Greater Milwaukee's traditional economic base is changing rapidly, along with the number and types of jobs and the very nature of economic production. For example, Wisconsin lost 154,000 manufacturing jobs from 1980 to 1982, most of them in the southeastern region. Milwaukee's industrial strength for many years the economic backbone of Wisconsin, was built on products which had a long life cycle. Changing technology affects how products are manufactured as well as the very nature of the products; the effective life cycle of new products today is often considerably shorter than in the past. The region's industries demand help with applied research and technology transfer to develop new products and new ways of manufacturing them. The Milwaukee region needs the dynamic interaction of a major research university with a vital, progressive community.

Increasingly, businesses in Wisconsin, especially those in the Greater Milwaukee region, are responding to global trends and seeking to be more competitive in the international marketplace. Efforts must be directed at producing a greater volume of business from international markets.

Rationale

- The need for closer university-industry ties in the Milwaukee area is demonstrated by a 1982 report by the Greater Milwaukee Committee and the Metropolitan Milwaukee Association of Commerce:

  "The technical communication gap between Milwaukee's universities and the city's manufacturing industries is considerable. Much more needs to be done to promote local research that could be transformed into job-creating businesses, and... Strengthening the flow of applied research is one of the ways of encouraging entrepreneurs to start new high technology companies." 12

- The Milwaukee Plan for Economic Development demonstrated a firm commitment to university research among local businesses. Levels of external funding for research projects are at an all-time high despite an uncertain economy, but are still limited by inadequate research facilities.

- The Wisconsin Strategic Development Commission recommends that future growth areas should be identified and programs developed to match employment with the needs of the marketplace and that the talent of the educational and business sectors should be brought to bear on the goal of fostering technological development. The manufacturing sector, still so vital to Wisconsin's economy, must be retained and nurtured. 21

- The report of the Wisconsin Strategic Development Commission states:

  "Our competitors are no longer merely the other Great Lakes states. Increasingly, our competitors are the Japanese, Germans, Koreans and many other peoples of the world. Understanding the broader competitive environment is as important as any analysis of the other states." 22

- Through international business programs, foreign student services, international study opportunities, curriculum specializations, non-credit, public service and other programs, UWM has a strong interdisciplinary approach to providing institutional, research, and outreach services to the community.

- Goals for Greater Milwaukee 2000 recommends the public, government, business and labor should be educated regarding the advantages of securing international business for the metropolitan area:

  "If a link between theoretical research and industrial technology can be established, the most advanced ideas in manufacturing processes, computer design, electronics and robotics will be available for enlightened companies to use, dramatically brightening the employment and economy picture in Greater Milwaukee as well."

- In 1983, a national report on research expenditures stated:

  "Long-term U.S. economic growth requires better use of R&D resources and closer interaction of the academic, government, and industrial research communities."

  The nation failed, however, to recognize that its investment in basic research, particularly in our universities, was falling to inadequate levels.

  The situation in many other major countries was quite different. As U.S. investment in civilian research and development declined in real terms, France, West Germany, Japan and the United Kingdom increased their R&D expenditures substantially. 23

- The community's private sector also requires a wide array of university degree programs from undergraduate through the doctoral level, along with an extensive research base, in order to attract new industries to the area. 26

- The 1985 Annual Report of the Wisconsin Electric Power Company stresses that the high quality of the region's work force is directly related to the institutions they attended:

  "Several of the nation's finest public and private colleges are within Wisconsin Electric's territory. For example, the University of Wisconsin campus at Milwaukee is a world-class doctoral institution that is part of the nation's fourth largest public university system." 27

Recommendations

5 UWM should take a leading role in the development of research consortia, institutional partnerships, research parks and business incubator facilities in the region.

6 UWM should expand its international efforts through ties to universities overseas, the exchange of students and scholars, foreign language instruction, interdisciplinary research and instructional programs.

7 UWM should diversify and strengthen continuing education and outreach functions by developing instructional and public service programs and sharing information and technological expertise.
Environmental Quality/Regional Development

UWM attracts scientists and scholars who seek the opportunities of working within an urban setting. They also seek interaction with scholars in other disciplines who have a similar metropolitan orientation. The problems facing Wisconsin communities and institutions and the research interests of urban scientists are often the same, requiring the resources of a major university to address contemporary issues and opportunities.

Our goal is clear: to make Greater Milwaukee the metropolitan community of the future, vital, growing, and facing its problems creatively. Our major challenges include such areas as housing, transportation, solid waste disposal, air and water pollution, land use planning, urban design and development, provision of municipal services in an era of scarce resources, and rebuilding our infrastructure.

Rationale

- Goals for Greater Milwaukee 2000 stressed, among its primary goals for southeastern Wisconsin, the need to improve water quality, attack the challenges of water pollution and solid waste disposal, develop a modern transportation system, improve our housing stock and rebuild our infrastructure.
- Greater Milwaukee needs a Housing Revitalization Plan for downtown which includes a strategy for encouraging three different but synergistic techniques for upgrading and adding to the existing stock—preservation, renovation, and new construction. To create the Housing Revitalization Plan, we need the contributions of the best thinkers and planners from the private sector, from the universities and from government.
- The need for university expertise in a variety of planning areas is documented in a recent regional land use report:

One portion of the planning function, then, is to understand how our metropolitan urban fabric can be changed, for whatever cause, so that we may get a start on managing that change to our advantage and avoiding the pitfalls—the dislocations and the dysfunctions. Hence, a need for far-out research to consider matters coming along 20, 50, and 100 years from now.

The city of Milwaukee, assisted by other units of government and by local educational institutions, should conduct urgently needed next-century research into urban life components, including those physical, economic, social, institutional, and lifestyle elements having potential for becoming determinants of desirable urban futures.

Recommendations

8. UWM should focus on metropolitan and statewide development issues, using an interdisciplinary approach, recognizing the relationship between the state’s largest metropolitan area and the rest of Wisconsin.

9. UWM should use the “centers of excellence” concept to address basic and applied research needs and public service needs of Wisconsin’s communities and institutions.

10. UWM, with the support of the private sector, should develop research consortia and cooperative programs with other institutions of higher education to make the most effective use of knowledge and research available to help attack the challenges facing Wisconsin communities and institutions.
Quality of Life: Arts and Humanities

The ways in which the arts and humanities enrich our society are significant and necessary, though often intangible and beyond measurement. The vigorous interaction of a community and its university as a center of scholarship and culture builds creativity and brings vitality into all aspects of life. Milwaukee is experiencing a renaissance in the performing and visual arts that provides growing opportunities for the exchange of professional and academic experiences for artists, performers, and scholars. Many Milwaukee traditions, such as an extensive park system, a large community recreation program, and leadership in graphic arts, photography, and printing were firmly grounded in UWM and its predecessor institutions.

Rationale

- The performing arts do not represent a passing interest to this region; they are important to its basic character as well as to its economy. Milwaukee ranks 12th in the nation in the amount of cultural activities available to its citizenry, and third on a per capita basis. More than $24 million has been raised in 17 years for the eight member organizations of the city's United Performing Arts Fund. Those eight groups attract as many visitors each year as the Milwaukee Brewers, the Milwaukee Bucks, or any sports franchise in the state.

- Though it is often understated, businesses in the southeastern region often use the area's cultural amenities as a selling point for recruitment of new employees. According to Dr. Walter Robb, senior vice president of General Electric Medical Systems in Waukesha:

  G.E.'s support of the arts up until two or three years ago was perhaps typical of many businesses. We budgeted a small amount each year as a corporate contribution...What changed our approach was the recognition that the quality of life in Milwaukee was increasingly important as a factor in recruiting the technical and professional personnel we needed for our business. That quality was characterized by the reputation of the performing and fine arts...We discovered from our employees, who, once they arrived here to start both their careers and their families and did not want to leave, that we had a recruiting factor which we had to protect.

- The specific effects of the arts on local and state economies are well documented. The effects of direct local spending often total more than two and one-half times the initial expenditures. There are many more indirect economic benefits not included in that figure.

Many examples can be found of UWM arts programs that reach into the community. These include: an Inner City film project featuring workshops that provide practical experience; special arts programs, which offer more than 200 non-credit classes and workshops a year, on and off campus; conferences of international scholars, and hundreds of films and lectures open to the public on and off campus each year.

According to a study by the Southeastern Wisconsin Regional Planning Commission, "Milwaukee County is most certainly the center of cultural and recreational activities in the state of Wisconsin," and requires university expertise to maintain its nationally acclaimed standards in many areas.

As a major, comprehensive university, UWM brings together scholars and artists from many different disciplines and provides forums for the dynamic interaction of people and ideas. Interdisciplinary programs in the arts and humanities make the university a special resource to enliven and energize the arts. This interaction makes all areas of the arts and humanities—at the university and in the community—stronger, richer and more enjoyable.

Recommendations

1. UWM should strengthen its programs in the performing and visual arts, with special efforts to develop new sources of community financial support.

2. UWM should cultivate increased opportunities to share with the community the basic and applied research of its scientists and scholars, the intellectual wealth of the Golda Meir Library, the considerable resources of new telecommunications networks and the highly successful public service and fine arts programming of WUWM-FM.

3. UWM should initiate opportunities for sponsorship of national seminars and annual lecture series to bring internationally recognized scholars and authorities on art, politics, the sciences, and the humanities to enrich intellectual life in the community.
Quality of Life: Effective Health and Human Services

The health care professions are changing rapidly to meet the needs for quality and efficiency, as well as to reduce costs. UWM affiliates with Greater Milwaukee's many hospitals and health centers to provide its students and faculty with clinical experiences and opportunities for research and community service.

Because of the size and diversity of the Milwaukee Region's population, there is a great demand for a large variety of human services and social programs. Fundamental shifts in our society have brought profound changes in many areas. We must now accommodate greater numbers of single parent families, more working mothers of small children, growing pressures on the traditional family structure, and a steadily increasing elderly population.

These challenges are intensified by declining federal support for social programs. Activities to rehabilitate youthful offenders and to provide community services for the aged and disabled are examples of important programs which suffer from diminishing resources and increasing need.

Rationale

- A community task force called for expanded research in appropriate areas of health and social services in order to study those problems unique to the residents of the Milwaukee Region and develop programs to relate to those problems identified through these research efforts.

- UWM has successful research programs, nationally, regionally, and locally, in the areas of health care practices, health care systems, health care products, health care financing, health care marketing, wellness, occupational health and safety, and health information systems.

- "As society becomes generally more complex and the Milwaukee area becomes more urbanized, the health care needs of special groups in the community become more pressing. An entire spectrum of health care related services, from emergency services to alternative living arrangements must be available to meet the needs of persons who are mentally ill, developmentally disabled, alcohol and drug abusers and elderly.

Cost effective, efficient, and quality health care, accessible to all Milwaukee residents, should be developed through cost effective health care strategies.

- The importance of innovative research to the health care professions has been documented in a statewide study:

Because of the rapidity with which scientific knowledge is expanding, today, continuing studies, inquiry (research) becomes critical to the profession based on such knowledge. This is true of all the health professions because the expansion of health care needs in our society and our increasingly complex health care systems demand the ongoing acquisition of scientific knowledge.

Recommendations

14 UWM should expand its professional health care instruction and research programs, with special emphasis on the changing needs of health care professionals and organizations, and industrial and occupational health and safety.

15 UWM should provide research, consulting services and quality instructional programs at the undergraduate and graduate levels to public and private organizations which have the responsibility to plan and provide health and human services. Special efforts are needed to provide community-based, lower-cost alternatives to institutions and correctional facilities.
Conclusion

The people of Greater Milwaukee have decided to take charge of their future. They see a major, doctoral, research university as a powerful intellectual and technological resource essential to achieving their goals. This report incorporates the collective ideas and recommendations of community leaders and delivers this call to action:

- We call upon the University of Wisconsin Board of Regents to review and endorse this report and its recommendations.
- We call upon the University of Wisconsin-Milwaukee to develop an action plan to implement the goals stated in this report.
- We call upon the Greater Milwaukee community and its public and private sector leadership to assist the university in fulfilling these important objectives for the future.
Recommendations

1. UWM should be charged by the Board of Regents to develop an implementation plan, with input from Greater Milwaukee's civic leadership, to fulfill the mission of the university in the 1980s and beyond, with particular attention to the university's research and doctoral mission.

2. UWM should thoroughly review and evaluate its array of academic programs, propose needed modifications, and determine areas of needed expansion requiring cooperative programming, private support, and other resources.

3. UWM should increase its ability to serve the growing needs of business professionals, working students, and others who attend school part-time, as special, non-degree candidates, or for non-credit instruction.

4. UWM should lead in the efforts to achieve quality education at all levels, with particular attention to the needs of minorities.
   - UWM should pursue its commitment to educational quality and teaching excellence at the undergraduate level while developing its graduate and research programs.
   - UWM should work with primary and secondary schools, both public and private, to improve and expand opportunities for quality education, including existing pre-college programs.
   - UWM should expand its special role in educational research, curriculum development, and preparation of elementary and secondary school teachers.

5. UWM should take a leading role in the development of research consortia, institutional partnerships, research parks and business incubator facilities in the region.

6. UWM should expand its international efforts through: ties to universities overseas; the exchange of students and scholars; foreign language instruction; interdisciplinary research and instructional programs.

7. UWM should diversify and strengthen continuing education and outreach functions by developing instructional and public service programs and sharing information and technological expertise.

8. UWM should focus on metropolitan and statewide development issues, using an interdisciplinary approach, recognizing the relationship between the state's largest metropolitan area and the rest of Wisconsin.

9. UWM should use the "centers of excellence" concept to address basic and applied research needs and public service needs of Wisconsin's communities and institutions.

10. UWM, with the support of the private sector, should develop research consortia and cooperative programs with other institutions of higher education to make the most effective use of knowledge and research available to help attack the challenges facing Wisconsin communities and institutions.

11. UWM should strengthen its programs in the performing and visual arts, with special efforts to develop new sources of community financial support.

12. UWM should cultivate increased opportunities to share with the community the basic and applied research of its scientists and scholars, the intellectual wealth of the Golda Meir Library, the considerable resources of new telecommunications networks and the highly successful public service and fine arts programming of WUWM-FM.

13. UWM should initiate opportunities for sponsorship of national seminars and annual lecture series to bring internationally recognized scholars and authorities on art, politics, the sciences, and the humanities to enrich intellectual life in the community.

14. UWM should expand its professional health care instructional and research programs, with special emphasis on the changing needs of health care professionals and organizations, and industrial and occupational health and safety.

15. UWM should provide research, consulting services and quality instructional programs at the undergraduate and graduate levels to public and private organizations which have the responsibility to plan and provide health and human services. Special efforts are needed to provide community-based, lower cost alternatives to correctional facilities and institutions for the mentally and physically disabled.
Bibliography


10. Ibid., p. 33. Agreement of the Joint Coordinating Committee's aims with the Study Commission is in evidence in the Commission's recommendations.


18. The State of Wisconsin has pledged $75,000 per year to the plan while UWM has raised $1.2 million in pledges during the first year.


20. The Final Report, p. 6, lists several specific recommendations for the UW System.


22. Ibid., p. 15.


25. Ibid., pp. 15,16.


29. Ibid., p. 57.


33. Carolyn Chapin, "Blowing our Horn about one of Milwaukee's Greatest Assets, Exclusively Yours, November 11, 1983, p. 73.


37. Ibid., p. 18.

38. Ibid., p. 16.