



## **BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM**

November 10, 2022  
Gordon Dining & Event Center, 2<sup>nd</sup> Floor  
770 W. Dayton Street  
Madison, Wisconsin

### **Wednesday, November 9, 2022**

6:00 p.m. – 8:00 p.m. **Reception hosted by President Rothman\***  
6010 Old Sauk Road, Madison, Wisconsin

*Event is by invitation only. Please contact [mwasley@uwsa.edu](mailto:mwasley@uwsa.edu) for more information.*

### **Thursday, November 10, 2022**

8:00 a.m. – 8:45 a.m. **Business & Finance Committee**  
Concerto Room

9:00 a.m. **Board of Regents**  
Symphony Room

12:00 p.m. Lunch Recess\*  
Overture Room

1:00 p.m. **Board of Regents**  
Symphony Room

**Closed Session**  
Symphony Room

3:30 p.m. – 5:30 p.m. **2022 Outstanding Women of Color in Education Awards and the Dr. P.B. Poorman Awards for Outstanding Achievement on Behalf of LGBTQ+ People\***  
Sonata Room

*Event is open to the public. Please contact [jlee@uwsa.edu](mailto:jlee@uwsa.edu) for more information.*

*\*A quorum of the Board of Regents may be present; no Board business will be conducted.*

*Webex videoconference registration information and meeting materials can be found at <https://www.wisconsin.edu/regents/meetingmaterials> or may be obtained from Megan Wasley, Interim Executive Director, Office of the Board of Regents, 1860 Van Hise Hall, 1220 Linden Drive, Madison, WI 53706, (608) 262-2324.*

11/07/2022

## BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

### **Board of Regents**

Thursday, November 10, 2022  
9:00 a.m.

Gordon Dining & Event Center  
Symphony Room, 2<sup>nd</sup> Floor  
770 W. Dayton Street  
Madison, Wisconsin

1. Calling of the Roll
  2. Declaration of Conflicts
  3. Approval of the record of the September 29-30, 2022 Meeting of the UW System Board of Regents
  4. Updates and Introductions
  5. Report of the Board President
    - A. Veterans Day
    - B. Update on the UW-Whitewater Chancellor Search Process
    - C. Update on the UW-Platteville Chancellor Search Process
  6. Report of the System President
    - A. FAFSA Campaign
    - B. Other Updates
    - C. Recognition of Special Accomplishments in the UW System
  7. Presentation and Discussion: "Addressing Campus Antisemitism: Awareness, Allyship, Action"
  8. Panel Discussion: "Serving Students Who Served: How UW System Supports Student Veterans"
  9. Presentation and Discussion: UW System Strategic Plan Update
- Lunch Recess*
10. Report and approval of actions taken by the Business & Finance Committee
  11. Regent communications, petitions, and memorials

## 12. Closed Session – Concerto Room

Move into closed session to:

- A. Consider potential and pending litigation (*In re College Athlete NIL Litigation, 4:20-cv-03919 CW in the U.S. District Court for the Northern District of California*), as permitted by s. 19.85(1)(g), Wis. Stats.;
- B. Conduct public business with competitive and bargaining implications, as permitted by s. 19.85(1)(e), Wis. Stats.;
- C. Consider a request from UW-Madison to approve a salary range, and to discuss search process and strategies, as permitted by ss. 19.85(1)(c) and (e), Wis. Stats.;
- D. Consider personal histories related to UW-Madison honorary degree nominations, as permitted by s. 19.85(1)(f), Wis. Stats.;
- E. Consider review of a UW-Madison student disciplinary decision, as permitted by ss. 19.85(1)(a), (f), and (g), Wis. Stats.;
- F. Consider a faculty member request for review of a UW-Stout personnel-related decision, as permitted by s. 19.85(1)(f), Wis. Stats.;
- G. Deliberate regarding a recommendation for dismissal with cause of a UW-Stevens Point faculty member, as permitted by ss. 19.85(1)(a) and (b), Wis. Stats.;
- H. Discuss ongoing personnel matters, as permitted by s. 19.85(1)(c) and (f), Wis. Stats.; and
- I. Consider search process and strategies for a position at UW System Administration, as permitted by s. 19.85(1)(c) and (e), Wis. Stats.

Adjourn

*The Board may reconvene in open session regarding matters taken up in closed session, including voting, where applicable.*

**ADDRESSING CAMPUS ANTISEMITISM:  
AWARENESS, ALLYSHIP, ACTION**

**REQUESTED ACTION**

For information and discussion.

**SUMMARY**

This presentation will provide statistical and evaluative information regarding the current surge in antisemitism on U.S. campuses and suggest ways to foster a safe and inclusive environment for University of Wisconsin (UW) Jewish students in the context of fulfilling the University's commitment to diversity, equity, and inclusion for all students. UW has taken a significant step through participation in Hillel International's Campus Climate Initiative (CCI), which works collaboratively with 40 higher education institutions across the U.S. to ensure a positive campus climate for Jewish students. UW-Madison is a participant in the 2022-23 CCI Cohort, and both UW-Madison and UW System participated in the previous year's cohort.

Hillel International's [College Guide](#) ranks UW-Madison sixth among public universities worldwide for the size of its Jewish student population, with an estimated 5,200 Jewish students in attendance.

The presentation will also review proposed amendments to UW System Administrative Policy (SYS) 165, "The Academic Calendar," to address how institutions should consult with available religious calendars to minimize conflicts with religious holidays.

**Presenters**

- Mark Rotenberg, Vice President of University Initiatives and Legal Affairs, Hillel International
- Greg Steinberger, President/CEO, UW Hillel

## **BACKGROUND**

A major national survey conducted last year for Hillel International and the Anti-Defamation League (ADL) found that antisemitism is a looming and present threat for Jewish college students, with one in three students personally experiencing antisemitic hate directed at them in the last academic year. Fifteen percent of Jewish college students reported they felt the need to hide their Jewish identity from others on campus, and 12 percent said they had been blamed for the actions of the Israeli government because they are Jewish. The joint survey found that 41 percent of Jewish college students did not know how to report antisemitic incidents when they occur, suggesting that antisemitic incidents are being seriously underreported. Hillel International's own tracking of antisemitic incidents on North American campuses saw incidents more than double from 2017 to 2021, with incidents reaching an all-time high in 2021.

Antisemitic incidents in Wisconsin are up 459% from 2015 to 2021, according to a report released last spring by the Jewish Community Relations Council of Milwaukee Jewish Federation. The University of Wisconsin has recently experienced several antisemitic incidents on several campuses across the system. On October 11, 2022, several members of the University of Wisconsin-La Crosse College Republicans wrote hateful messages in chalk on campus sidewalks, including one saying "Kanye is right. Def-con III" in reference to hip-hop artist Kanye West's recent threats of violence against the Jewish community. Photos of these messages were then posted on the group's Instagram account.

Earlier this fall, UW-Madison campus students faced crude antisemitic and anti-Zionist sidewalk chalking on their first day of classes. In early March 2022, three antisemitic incidents occurred on UW-Madison's campus, including a swastika etched onto a bathroom stall, antisemitic slurs yelled at a student on the street, and harassment of another student for "looking Jewish." In December 2021, anti-Israel and anti-Zionist statements were scrawled outside the UW Hillel building on the first night of the Jewish holiday of Hannukah. The apparent conflation of Judaism and Israel has led to Jewish students being held responsible for the actions of Israel. Earlier in 2021, the Hillel building also was vandalized with the message "Free Palestine" spray painted on it.

These defacements targeting UW's Jewish community demonstrate the narrative that targets American Jews broadly as part of a Palestinian struggle against Israel. Jewish students across the country have been shamed and marginalized in numerous spaces ranging from student government to sexual violence support groups for their assumed support of a Jewish homeland. This is deeply problematic because it forces Jewish students to disavow any connection with Israel as the price for joining in racial justice and other progressive work on campus.

**SERVING STUDENTS WHO SERVED:  
HOW UW SYSTEM SUPPORTS STUDENT VETERANS**

**REQUESTED ACTION**

For information and discussion only.

**SUMMARY**

Wisconsin provides some of the most robust educational benefits to military veterans and their families wishing to attend college during or after their service. This includes the Wisconsin GI Bill, which provides support beyond and in addition to that available through the federal GI bill. University of Wisconsin universities also invest significant effort and resources in supporting these students.

While these benefits and support are significant, many challenges remain. Accessing these benefits can be complicated, and student veterans can often have trouble fitting in on a college campus where their life experience can be so different from those of many of their peers.

Panelists will include university staff who provide direct services and support to students who are military veterans, and students who have engaged with these services. All will speak to the programs offered, and the challenges facing these efforts.

**Panelists**

- Joe Rasmussen, UW-Madison Director of University Veteran Services
- Aaron Kloss, UW-Oshkosh Veteran Benefit Coordinator, Veterans Resource Center
- Daniel McKearn, UW-Oshkosh Student Association President and United States Marine Corps Sergeant
- Regent Jennifer Staton, UW-Parkside Student and United States Army Veteran

## **UW SYSTEM STRATEGIC PLAN**

### **REQUESTED ACTION**

For information and discussion.

### **EXECUTIVE SUMMARY**

President Jay Rothman will provide the Board with an update on UW System's proposed strategic plan for 2023-2028.

In his presentation, President Rothman will highlight the proposed strategic objectives that would guide the work of the UW System if the plan is ultimately adopted by the Board of Regents:

- Enhance the student experience and social mobility;
- Foster civic engagement and serve the public good;
- Create and disseminate knowledge that contributes to innovation and a better understanding of the human condition; and
- Advance economic prosperity.

The presentation will include a discussion of the proposed strategies, the role of UW System Administration, and specific systemwide measures of success.

The discussion among Regents will be used to inform the strategic plan which will be brought forward for the Board's review and approval at the December 2022 Board of Regents meeting.

### **Presenter**

- Jay Rothman, UW System President

### **BACKGROUND**

Since May 2022, the UW System has been engaged in a strategic planning process. As part of this process, President Rothman has met with chancellors, senior leadership teams at each



university and System Administration, and shared governance leaders from across the UW System.

## **ATTACHMENTS**

- A) Memo from UW System President Jay Rothman
- B) UW System 2023-2028 Strategic Plan (Draft)



## Office of the President

1700 Van Hise Hall  
1220 Linden Drive  
Madison, Wisconsin 53706-1559  
608-262-2321

[jrothman@uwsa.edu](mailto:jrothman@uwsa.edu)

[www.wisconsin.edu](http://www.wisconsin.edu)

To: Board of Regents  
From: Jay Rothman  
Date: November 2, 2022  
Re: Draft Strategic Plan

Attached for your consideration is a draft of the System-wide strategic plan that will be discussed at the November meeting. As you review the plan, I encourage you to consider the following:

1. In consultation with the chancellors, we have added a new major strategic objective focused on the creation and dissemination of knowledge.
2. We have added a significant amount of detail to the plan, including specific tactics and measures of success.
3. The draft contemplates action that will be taken at the UW System Administration level. Assuming the Regents conclude that we are moving in the right direction, I will work with the individual universities to connect the goals of the System plan to the goals set forth in each university's strategic plan. Based on a review of those plans, I believe there is a substantial amount of overlap between the draft System plan and the existing plans at each of the universities.
4. The measures of success remain a work-in-process and will be modified as we move forward. We have included some specific targets in a number of the measures while others remain blank. We have a sense of specific targets for all of the measures (including those that are blank), but we need to test our assumptions against what each university believes it can achieve so that we are making an educated judgment about what is appropriately aspirational with an aggregated (i.e., System-wide) metric.
5. We need to be thoughtful with the System-wide targets so that we do not ask a university to take action that would help us achieve a System-wide goal but would be inconsistent with that university's core mission. This is a balance that we will keep in mind as we finalize the proposed metrics.

I look forward to our discussion of the plan at the November meeting. We are working hard to make sure we have a plan ready for final Board consideration and hopefully approval at the December Board meeting.

DRAFT: NOVEMBER 2, 2022



# 2023-2028 Strategic Plan

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## Purpose

The University of Wisconsin System will deliver transformative educational outcomes and research that expands the boundaries of knowledge. We will work to extend the value of our universities beyond the boundaries of the campuses, seeking to enhance the quality of life for all in Wisconsin and beyond, in fulfillment of the Wisconsin Idea.

## Core Values

**Purpose-driven:** Our purpose drives all that we do.

- **Student-centered:** A primary reason for our existence is to serve our students. We do so by fostering excellence in teaching and learning, research, scholarship, creative activity, and community service, and by supporting our students to reach their full potential.
- **Pursuit of truth:** We support the pursuit of truth that drives the core research mission and serves as a foundation for teaching and learning.
- **Advancement of knowledge:** The dissemination of knowledge, discovery of new truths and areas of inquiry, and the search for a deeper understanding of our world and our place in it are central to our work.
- **Service:** An essential aspect of the System and the universities that comprise it is to serve the State of Wisconsin and the public good.

**People-focused:** We value and promote all who work, live, and learn in the System, as well as those in communities we serve across the state.

- **Collaboration and teamwork:** We appreciate and understand that our best work is done working together in teams in a collaborative and supportive environment.
- **Diversity:** We are committed to diversity, equity, inclusion, and belonging. These principles are key to our long-term success.
- **Mutual respect and trust:** We support an environment of civility, trust, collegiality, open and honest communication, and mutual respect by building a sense of community and caring among faculty, staff, students, and community partners.

**Commitment to Stewardship:** We are accountable to each other, to the System, and to the Wisconsin Idea. The decisions we make are focused on the best interests of those who work and learn at the universities in the System and the State of Wisconsin.

- **Accountability:** We are committed to live our core values and deliver excellence every day. As a premier public university system, we are committed to providing an excellent educational experience for our students while ensuring accessibility, affordability, and cost-effectiveness.
- **Integrity:** We adhere to high standards of ethics and professionalism and safeguard the reputation of our universities and the System.
- **Innovation:** We understand the importance of adapting to changing conditions in the world by being open to new ideas and continuously seeking solutions to challenges.
- **Sustainability:** We take the long-term view to ensure we are structured and supported to serve the people of Wisconsin for generations to come. We will leave the System better than we found it.

## Strategic Objectives

- Enhance the student experience and social mobility.
- Foster civic engagement and serve the public good.
- Create and disseminate knowledge that contributes to innovation and a better understanding of the human condition.
- Advance economic prosperity.

## ENHANCE THE STUDENT EXPERIENCE AND SOCIAL MOBILITY

STRATEGIES	UW SYSTEM ADMINISTRATION ROLE	SUCCESS MEASURES
<p>S1. We will increase access to higher education and improve rates of success for historically underserved students.</p>	<p>1.1 Relentlessly pursue student aid resources as a means of removing financial barriers</p> <p>1.2 Coordinate with the universities to identify and support best practices in collaboration with K-12 schools, technical colleges, and other educational partners to promote transition into, and success at, our universities</p> <p>1.3 Conduct regular affordability reviews to ensure our universities remain a top value in higher education compared to their peers</p>	<p>Increase access and improve rates of success of historically underserved populations, including low-income, first generation, and underrepresented racial/ethnic minorities.</p> <ul style="list-style-type: none"> <li>• Close gap in participation of underrepresented students after high school by 50%, increasing participation rates by 7 percentage points for Hispanics, 11 percentage points for Native Americans, and 12 percentage points for African-Americans</li> <li>• Increase Pell-eligible students as a percentage of in-state undergraduate students from 24% to ____%</li> <li>• Increase enrollment of first-generation new freshmen to 10,000 from 8,400</li> <li>• Significantly reduce the retention and graduation rate gaps for underserved students, improving System-wide graduation rates for that cohort by ____ percentage points</li> </ul>
<p>S2. We will champion student success across the higher education life cycle.</p>	<p>2.1 Support the universities in the provision of robust academic advising, career advising, and mental health support to students</p> <p>2.2 Assist the universities in expanding high-impact practices to students across the curriculum</p> <p>2.3 Enhance our focus on achieving a more diverse, equitable, and inclusive environment for our students</p> <p>2.4 Work in collaboration with the universities to develop greater online capacity to support hybrid learning for in-residence students</p>	<p>Ensure excellence in teaching and learning through evidence-based practices and be national leaders in educating and developing lifelong learners and engaged citizens.</p> <ul style="list-style-type: none"> <li>• Ensure that all students participate in at least two high impact practices while undergraduate students, primarily focused on educational advancement or enhancing job opportunities</li> <li>• Increase participation of undergraduate students in research activity to __% from 25%</li> <li>• Double the number of proactive engagements with students through (to the extent applicable) the Navigate Student Success</li> </ul>

	<p>2.5 Assist the universities in enhancing online educational opportunities for adult learners</p> <p>2.6 Coordinate with the universities to provide state-of-the-art facilities and digital platforms for student learning and academic excellence</p> <p>2.7 Review and modify or eliminate any System policies that have a negative impact on the ability of the universities to meet the academic and career advising and student mental health needs</p>	<p>platform</p> <ul style="list-style-type: none"> <li>• Implement and promote use of System-provided virtual well-being services programs on all campuses</li> <li>• Double the number of adult learners enrolled through exclusively online programs across all universities</li> <li>• Double the number of adult learners whose tuition is paid by employer-paid tuition assistance programs</li> </ul>
<p>S3. We will promote excellence in teaching and prioritize the recruitment, development, and retention of high-quality, diverse faculty and staff.</p>	<p>3.1 Advance an inclusive and engaging workplace</p> <p>3.2 Secure the resources to provide competitive compensation packages</p> <p>3.3 Coordinate with universities to enhance professional development that fosters career progression</p> <p>3.4 Assist the universities in recruiting, developing, and retaining a high-quality, diverse, and innovative faculty and staff</p>	<ul style="list-style-type: none"> <li>• Periodically measure employee engagement levels and take appropriate actions to enhance engagement</li> <li>• Increase overall compensation delivered by System institutions to be competitive with peers, through enhancing benefit offerings and salary increases</li> <li>• Distribute \$300,000 in competitive grants annually to the universities to enhance faculty and instructional staff professional development</li> <li>• Identify areas of priority staffing needs across the System and develop and implement plans to address those needs</li> <li>• Improve retention, progress to tenure and time-at-institution of individuals from under-represented groups</li> </ul>

## FOSTER CIVIC ENGAGEMENT AND SERVE THE PUBLIC GOOD

STRATEGIES	UW SYSTEM ADMINISTRATION ROLE	SUCCESS MEASURES
<p>S4. We will champion the democratic principles of free expression, academic freedom, and civil discourse.</p>	<p>4.1 Amplify the efforts of the universities to be public advocates and a resource for K-12 schools around free expression, academic freedom, and civil discourse</p> <p>4.2 Measure student understanding of the First Amendment and principles of civil discourse</p> <p>4.3 Develop resources for our universities to utilize to preserve and promote these values</p> <p>4.4 Work with the universities to identify priority areas for strengthening or clarifying policies on cultivating critical thinking, civil discourse, freedom of expression, and academic freedom on all campuses and for all communities</p>	<p>Demonstrate success through survey results reflecting:</p> <ul style="list-style-type: none"> <li>• Heightened awareness of critical thinking, civil discourse, freedom of expression, and academic freedom</li> <li>• Robust instructional climate of open inquiry and critical thinking</li> </ul>
<p>S5. We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions.</p>	<p>5.1 Build strong relationships with key stakeholders, including the legislature and business community</p> <p>5.2 Implement shared services in a cost-effective manner that preserves benefits for our universities</p> <p>5.3 Assess a campus-flexible approach for periodic tuition adjustments and expanding differential tuition opportunities to fund higher-cost programs</p> <p>5.4 Provide support to the universities to grow philanthropic giving, including leveraging national foundation requests and System specific grants to support System-wide initiatives</p> <p>5.5 Champion the effort to allow universities to retain the full benefit of the Wisconsin/Minnesota reciprocity arrangement</p>	<p>Seek to position university budgets to support the objectives of the strategic plan</p> <ul style="list-style-type: none"> <li>• Increase actions focused on driving cost efficiencies, including increasing the level of shared services offered to the universities, with the goal of achieving cost savings of 10% to 15%</li> <li>• Secure PR bonding authority</li> <li>• Ensure that all capital projects incorporate sustainability and resiliency measures</li> <li>• Increase returns on current resources through prudent management and commonly accepted investment practices</li> </ul> <p>Maintain a CFI of 1.1 or greater at all universities, as a general marker of financial health</p> <p>Improve cybersecurity across the System to protect sensitive and confidential information</p>

	<ul style="list-style-type: none"><li>5.6 Advocate for resources for the university, helping stakeholders understand the significant positive economic impact of our institutions and positive consequences for the state of a strong system of higher education</li><li>5.7 Identify sound financial vehicles and revenue-securing opportunities for the universities</li><li>5.8 Employ zero-based budgeting principles at the UW System Administration level</li><li>5.9 Work with applicable universities to develop action/sustainability plans for the two-year campuses</li><li>5.10 Apply principles of environmental sustainability with respect to the built environment</li></ul>	
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## CREATE AND DISSEMINATE KNOWLEDGE THAT CONTRIBUTES TO INNOVATION AND A BETTER UNDERSTANDING OF THE HUMAN CONDITION

STRATEGIES	UW SYSTEM ADMINISTRATION ROLE	SUCCESS MEASURES
<p>S6. We will focus on being a global leader in research, scholarship, and creative activity, as well as knowledge dissemination that benefits society.</p>	<p>6.1 Champion the production of knowledge and world-class research within the System, with particular emphasis on support for the two R1 universities</p> <p>6.2 Assist our comprehensive universities in identifying and securing enhanced funding for research and creative activities, which are important across all of our campuses</p> <p>6.3 Work with the universities to expand the focus on environmental sustainability across both the curriculum and the research enterprise</p> <p>6.4 Coordinate with the universities to respond to state and local challenges with research and policy support</p> <p>6.5 Assist the universities in increasing research collaborations with industry partners</p>	<p>Ensure a strong research infrastructure</p> <ul style="list-style-type: none"> <li>• Increase research expenditures throughout the System, including by 15% at UW-Milwaukee and by 10% at comprehensive institutions</li> <li>• Increase the national HERD ranking of UW-Madison to no. 6 and the HERD/other applicable ranking of UW-Milwaukee to no. _____</li> <li>• Strengthen UW-Madison's status as a top 10 public university and UW-Milwaukee's R1 status</li> </ul>
<p>S7. We will foster a culture of innovation in support of advancing human knowledge and economic prosperity.</p>	<p>7.1 Establish and convene, periodically, a System-wide "think tank" to identify and evaluate innovative concepts</p> <p>7.2 Create an innovation fund to support new, pilot initiatives at the universities</p> <p>7.3 Modify Regent and System policies, and advocate for changes in state and federal regulations and statutes, that unnecessarily impede innovation</p> <p>7.4 Encourage a culture that recognizes that failure is a necessary by-product of an innovative process</p>	<p>Award \$1 million annually to support new university-driven initiatives</p>



## ADVANCE ECONOMIC PROSPERITY

STRATEGIES	UW SYSTEM ADMINISTRATION ROLE	SUCCESS MEASURES
<p>S8. We will provide support for the universities to drive enrollment to meet the needs of the state and the knowledge economy.</p>	<p>8.1 Coordinate with the universities to support pilot innovative enrollment initiatives and create policy flexibility to facilitate innovation</p> <p>8.2 Leverage the UW brand through an umbrella marketing campaign to drive enrollment</p> <p>8.3 Work with the universities to develop and evaluate, as appropriate, distance learning resources to complement the needs of adult learners</p> <p>8.4 Assist the universities in differentiating themselves in the marketplace</p>	<p>Grow the talent pipeline by graduating 41,000 students annually across the universities.</p> <ul style="list-style-type: none"> <li>• Increase participation rates of high school graduates from 27% to 34%</li> <li>• Increase the number of transfer students from outside the System from 7,000 to 10,000 per year</li> <li>• Improve overall graduation rates by five percentage points from 70% to 75%</li> <li>• Recruit back and graduate 1,000 former students per year who opted out prior to degree completion</li> </ul>
<p>S9. We will engage thoughtfully with the employer community to identify and address employer talent, support, and research needs</p>	<p>9.1 Encourage and celebrate efforts to provide an exceptional, effective, high-quality education to students that leaves graduates able to succeed professionally and personally</p> <p>9.2 Work to understand present and future workforce needs for Wisconsin and how our universities can provide a strong talent pipeline</p> <p>9.3 Seek input from Wisconsin employers regarding curriculum development and program array approvals in light of existing and anticipated talent needs</p> <p>9.4 Expand access for entrepreneurs and businesses to System consulting resources, networks, and educational resources</p> <p>9.5 Collaborate with the technical colleges and other institutions of higher education in Wisconsin to address educational opportunities and program array</p> <p>9.6 Develop, as appropriate, micro-credentials and certificates and professional development activities</p>	<p>Engage 500,000 state residents per year in Workforce/ Career Education/Professional Development, Community Engagement, and other high-demand programs.</p> <ul style="list-style-type: none"> <li>• Ensure professional development activities remain 75% of total of all activity</li> <li>• Increase non-credit students served by each institution by a specific percentage per year</li> <li>• Develop and document a broad-based array of micro-credential programs to support specific workforce demand areas</li> </ul> <p>Increase the percentage of new System graduates who remain in Wisconsin and who are employed by Wisconsin-based businesses from ____% to ____%</p> <p>Periodically survey Wisconsin employers and provide resulting data to the universities to inform their academic planning and career advising</p>