

# Medical College of Wisconsin Community Engagement & Civic Action Plan July 2017

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The Medical College of Wisconsin's (MCW) Office of Community Engagement, led by Dr. Syed M. Ahmed, Senior Associate Dean of Community Engagement, has taken a leadership role in compiling the Civic Action Plan, inclusive of programming and initiatives that have been planned and developed by centers, institutes, departments and programs across MCW campus, inclusive of all missions of our institution (education, research, patient care and community engagement), in partnership with community organizations and other partners within Milwaukee, across the state and the region. We are honored by the trust and partnership of the communities we serve, and our partners, and have developed metrics and evaluation to hold MCW to account for this plan, and our shared value of working together through community engagement to improve the health of our communities.

## Executive Summary

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MCW is dedicated to leadership and excellence through Community Engagement and the partnering with public and private organizations to enhance learning, research, patient care and the health of the community. Building on our accomplishments in integrating community engagement across the institution, and in furthering our community engagement mission, we have developed a plan aligned with the Campus Compact model, to:

- 1) Empower our students, faculty, staff and community partners to co-create mutually beneficial partnerships in pursuit of a just, equitable, and sustainable future for communities beyond campus – nearby and around the world;**
- 2) Prepare our students for lives of engaged citizenship, with the motivation and capacity to deliberate, act and lead in pursuit of the public good;**
- 3) Embrace our responsibilities as place-based institutions, contributing to the health and strength of our communities – economically, socially, environmentally, educationally, and politically;**

**4) Harness the capacity of our institutions – through research, teaching, partnerships, and institutional practice – to challenge the prevailing social and economic inequalities that threaten our democratic future; and**

**5) Foster an environment that consistently affirms the centrality of the public purposes of higher education by setting high expectations for members of the campus community to contribute to their achievement.**

An overview of the goals identified to accomplish this is summarized in the following table:

	<b>Outcomes / Goals / Action Items</b>	<b>Which Commitment?</b>	<b>Strategies to Achieve Outcomes</b>
<b>1</b>	Engage departments, centers and institutes across MCW in Community Engagement Mission	Harness the capacity	Work directly with leadership, representatives, staff and faculty from a broad coalition of centers, institutes and departments through the Seed Grant Program, Health Science Square, Community Engagement Liaison Program and other SAD Office programs
<b>2</b>	Set plan for increasing absorption/integration of mission across entities. Not necessarily having everyone, but just more of everyone.	Foster an environment	Use Community Engagement Survey to start discussion of our current baseline and how we could orient a plan to encourage integration of CE Mission. Leverage the Community Engagement Liaison Program being developed
<b>3</b>	Community Partner Assessment – who we are using in our committees and projects  Create database people keep feeding into. This is our cachement database/ Partners working with us	We empower	Leverage departmental liaison program and CE Core to develop plan for community partner tracking
<b>4</b>	Establish Network across region for Community Engagement Support and Collaboration	Foster an Environment	Leverage Clinical and Translational Science Institute, and Dr. Ahmed’s leadership to establish network

<b>5</b>	Leverage social media to further the mission, share information and engage community and constituents	Foster an environment	Continue promoting Twitter, Facebook, CELR, Website and other online and social media platform communications; look for new opportunities to connect with people online
<b>6</b>	Grant Partnerships	Harness Capacity	Partner with other MCW centers, institutes, departments and community partners to apply for new grant funding for community-engaged projects
<b>7</b>	Provide students with access to and develop new community engagement training and education opportunities	Prepare Students	Partner with MCW Pathways for medical students to incorporate community engagement in pathways curriculum via Community Engagement Lunch & Learn Events
<b>8</b>	Give exposure to pipeline programs and Pathways students about community engagement thru access to CE events and activities	Prepare Students	Foster partnerships with Pathways and pipeline programs in MCW Community Engagement Week

# Vision/Mission

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MCW is dedicated to leadership and excellence through Community Engagement and the partnering with public and private organizations to enhance learning, research, patient care and the health of the community. Building on our accomplishments in integrating community engagement across the institution, and in furthering our community engagement mission, we have developed a plan aligned with the Campus Compact model, to:

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# Approach

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**Current Programming:** MCW's community engagement focus is evidenced in our myriad partnerships with local communities to improve the health of all Wisconsin residents. In 2015, MCW was one of only four medical schools in the nation to receive the Carnegie Classification for Community Engagement for our ability to prepare educated and engaged citizens, address critical societal issues and contribute to the good of the public. MCW conducts annual surveys of faculty and staff of community engagement activities. In the most recent survey results from 2014 and 2015, faculty and staff reported more than 1,100 outreach activities.

A critically important asset to MCW’s community engagement efforts is the Advancing a Healthier Wisconsin (AHW) Endowment Fund, launched in 2004 from the conversion of Blue Cross/Blue Shield of Wisconsin from a non-profit organization to a for-profit corporation. AHW has provided MCW with a unique opportunity to invest significant new resources into innovative partnerships to improve health throughout the state. The Healthier Wisconsin Partnership Program (HWPP) – comprising 35% of the \$425 million Endowment – supports community-academic partnerships that address diverse health needs throughout Wisconsin. The Endowment has expanded MCW’s commitment to community engagement and partnerships by empowering the institution to increase interdisciplinary collaborations among public, private and academic partners.

Below is a table that includes an overview of some of our more centralized initiatives that address the Civic Action Plan goals directly. While these initiatives are not all inclusive of MCW’s efforts in community engagement, they are representative of the types, breadth and depth of community engagement happening across our campus.

<b>Empower (infrastructure)</b>	<b>Prepare students</b>	<b>Embrace place-based</b>	<b>Harness capacity</b>	<b>Foster environment</b>
Advancing a Healthier Wisconsin (AHW)	Expansion of campuses	Cancer Center – CenR; partnership development	Buy-in for CE Mission:	Leadership Promotion of CE
Office of Senior Associate Dean (SAD) for Community Engagement (CE)	Service Learning Opportunities	Health Science Square (HSS) Lunch & Learns	Clinical and Translational Science Institute of Southeast Wisconsin (CTSI)	President’s CE Award
Existing Relationships	Community Engaged Research (CEnR)	Seed Grant Program	Office of SAD for CE	CE Week
Experienced/Committed Researchers	Saturday Free Clinic	CAACs	Cancer Center	CEnR Courses
Authentic Relationships	Pipeline Programs		Pathways Program	Mentoring
Community Academic Advisory Councils (CAACs)	Pathways Program Partnerships			Fellowships
	DRIVE Program			CE Surveys
	CHIP Interns			
	500 Stars Internship Program			

	Milwaukee School of Arts & Cancer Center			
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**Current data available to enable benchmarking of these commitments**

<b>Empower (infrastructure)</b>	<b>Prepare students</b>	<b>Embrace place-based</b>	<b>Harness capacity</b>	<b>Foster environment</b>
CE Survey Data	CE Project Plans and Tables from Pathways Programs  CE Honors Tracking thru Academic Affairs	Central Wisconsin and Green Bay Campuses	CE Survey	Strategic Plan Documents  CE Core Grant Tracking Systems

**Design Team:** MCW Office of Community Engagement already has gathered together a diverse Community Academic Advisory Council that meets quarterly to provide advisement and guidance on Community Engagement initiatives, representing perspectives from multiple stakeholders, including community partners and MCW stakeholders across campus and from all missions. These members include:

Tom Brophy, Community Representative	Ivor Benjamin, MCW Cardiovascular Center
Ricardo Diaz, United Community Center	Terry Brandenburg, MCW Institute for Health and Equity
Eric Gass, Agape Community Center	Diane Braza, MCW Physical Medicine and Rehabilitation
Monique Graham, Froedtert Hospital	Zeno Franco, MCW Family & Community Medicine
Brenda Gray, Milwaukee Area Health Education Center	Jeff Kelly, MCW Center for AIDS Intervention Research
Geneva Johnson, MCW Cancer Center Community Advisory Board	John Meurer, MCW Institute for Health & Equity
Gavin Luter, Wisconsin Campus Compact	Jeff Morzinski, MCW Center for Healthy Communities & Research
Geri Lyday, Milwaukee County	David Nelson, MCW Department of Family & Community Medicine
Tony Shields, United Neighborhood Centers of Milwaukee	Melinda Stolley, MCW Cancer Center
Tim Size, Rural Wisconsin Health Co-Op	Alonzo Walker, MCW Department of Surgery
Joy Tapper, Milwaukee Health Care Partnership\	

# Outcomes & Implementation

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## Outcomes/Strategies/Measurements

	Outcomes / Goals / Action Items	Which Commitment?	Strategies to Achieve Outcomes	Who is Responsible?	Impact Measurement / Performance Measures	Potential Regional Collaboration?
1	Engage departments, centers and institutes across MCW in Community Engagement Mission	Harness the capacity	Work directly with leadership, representatives, staff and faculty from a broad coalition of centers, institutes and departments thru the Seed Grant Program, Health Science Square, Community Engagement Liaison Program and other SAD Office programs	SAD for CE Office	# of departments, centers, institutes that participants affiliate with thru these programs	
2	Set plan for increasing absorption/integration of mission across entities. Not necessarily having everyone, but just more of everyone.	Foster an environment	Use Community Engagement Survey to start discussion of our current baseline and how we could orient a plan to encourage integration of CE Mission. Leverage the Community Engagement Liaison Program being developed	MCW Leadership	CE Survey CE Liaison Program Data	

3	<p>Community Partner Assessment – who we are using in our committees and projects</p> <p>Create database people keep feeding into. This is our cachement database/ Partners working with us</p>	We empower	Leverage departmental liaison program and CE Core to develop plan for community partner tracking	SAD for CE Office	Identified plan/process and development of mechanism to track community partners	
4	Establish Network across region for Community Engagement Support and Collaboration	Foster an Environment	Leverage Clinical and Translational Science Institute, and Dr. Ahmed’s leadership to establish network	CTSI Community Engagement Collaboration Domain	Identify and invite partners; Develop vision for RCEN with partners; develop targeted work plan for RCEN	Yes
5	Leverage social media to further the mission, share information and engage community and constituents	Foster an environment	Continue promoting Twitter, Facebook, CELR, Website and other online and social media platform communications; look for new opportunities to connect with people online	SAD for CE Office	# followers, likes, shares, page visits and related tracking of online activity and engagement	
6	Grant Partnerships	Harness Capacity	Partner with other MCW centers, institutes, departments and community partners to apply for new grant funding for community-engaged projects	SAD for CE Office	# of grants applied for; funders applied to; external and internal partners included in grant application	Yes

7	Provide students with access to and develop new community engagement training and education opportunities	Prepare Students	Partner with MCW Pathways for medical students to incorporate community engagement in pathways curriculum via Community Engagement Lunch & Learn Events	SAD for CE Office; Academic Affairs	# of students enrolled in community engagement elective courses and other educational programs #of elective courses offered to students	
8	Give exposure to pipeline programs and Pathways students about community engagement thru access to CE events and activities	Prepare Students	Foster partnerships with Pathways and pipeline programs in MCW Community Engagement Week	SAD for CE Office; Academic Affairs	# of MCW and pipeline students attending CE events # of events held that are open to MCW and pipeline students	

**Off-campus Partners and mechanisms for maintaining engagement:**

MCW engages hundreds of partners. Below is a concise list of several partnerships that will serve as proxy, and allow MCW to track its outreach and partnership efforts, reflecting on our efforts and performance to collaborate across the broader spectrum of partnerships.

<b>Partner (Organization)</b>	<b>Mechanism (service-learning project, research endeavor, etc.)</b>	<b>Impact Area (e.g. Education, Health, Economic/Workforce, Environment)</b>
Milwaukee Public Schools	Pipeline Programs; Community Engagement Events	Education; Health
Milwaukee Academy of Sciences	Pipeline Programs; Community Engagement Events	Education; Health
American Cancer Society	Research Endeavors; Regional Network; Community Engagement Events;	Education; Research; Health
DryHootch of America	Research endeavors; Regional Network; Community Engagement Events;	Education; Research; Health
Lush Productions	Research Endeavors; Regional Network; Community Engagement Events;	Education; Research; Health
Milwaukee Neighborhood House	Research Endeavors; Regional Network; Community Engagement Events;	Education; Research; Health
United Community Center	Research Endeavors; Regional Network; Community Engagement Events;	Education; Research; Health
Froedtert Hospital	Research Endeavors; Regional Network; Community Engagement Events;	Education; Research; Health
Marquette University	Research Endeavors; Regional Network; Community Engagement Events;	Education; Research; Health
Wisconsin Campus Compact	Research Endeavors; Regional Network; Community Engagement Events;	Education; Research; Health
University of Wisconsin – Milwaukee	Research Endeavors; Regional Network; Community Engagement Events;	Education; Research; Health
Zablocki VA Medical Center	Research Endeavors; Regional Network; Community Engagement Events;	Education; Research; Health

Core El Centro	Education; Research Endeavors; Regional Network; Community Engagement Events;	Education; Research; Health
Friedens's Community Ministries	Community Engagement Events; Research Endeavors; Regional Network	Education; Research; Health

## Timeline & Accountability

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Parts of this plan are already in progress. We do not have a specific deadline, as these efforts are viewed as long-term and ongoing. However, MCW does believe in accountability and transparency in its progress. It will use various tools, metrics and methods of evaluation (many of which are described in this document) to track and show evidence of progress. True impact in improving the health of our communities is a long term goal that will be hard to show impact, or prove correlation or causation related directly to MCW community engagement efforts. However, MCW can show evidence of sincere and genuine engagement with the aim to effect this change, including data that shows increase in overall activity in programs, development of new programming, and qualitative and quantitative outcomes and survey results from the projects and programs included in the Civic Action Plan. We endeavor to show an increase and improvement in these areas every year, and will share results of our evaluation and metrics annually, both internally and externally, as appropriate, every year.

The MCW Office of Community Engagement regularly seeks feedback from community partners participating in community engagement activities, which occur on a monthly basis, on average. Feedback is received via email, survey responses and direct communication with staff and faculty at these events. We will continue this process, and be responsive in our programming to feedback received.

# Communication

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MCW pursues multiple strategies to communicate its community engagement activities, and share information within our MCW community, and with community partners. We will continue to pursue diverse communication platforms to reach our diverse stakeholder group, and expand on these platforms to seek new ways to more effectively reach our partners and communities. Ways we currently communicate about community engagement strategic planning, current and new initiatives, and results and evaluation include:

<b>MCW Community Engagement Websites</b>	<a href="http://www.mcw.edu/MCW/Community-Engagement.htm">http://www.mcw.edu/MCW/Community-Engagement.htm</a> <a href="http://www.mcw.edu/Community-Engagement.htm">http://www.mcw.edu/Community-Engagement.htm</a> <a href="http://www.mcw.edu/Advancing-Healthier-WI-Endowment.htm">http://www.mcw.edu/Advancing-Healthier-WI-Endowment.htm</a>
<b>Community Engagement Liaison Program Network</b> (for internal communication & networking)	<a href="http://www.mcw.edu/Community-Engagement/Liaison-Program.htm">http://www.mcw.edu/Community-Engagement/Liaison-Program.htm</a> CE Liaison’s Facebook group: <a href="#">MCW Community Engagement Liaisons</a> .
<b>Social Media</b>	<p><b>Twitter</b> – MCW Community Engagement Twitter page. Another platform to keep up to date with what’s happening right now with the Community Engagement Mission.</p> <p><b>Facebook</b> – MCW Community Engagement: this page will contain posts about CE activities, including current event information submitted by departments, and other posts related to the Community Engagement mission.</p>
<b>Office of Community Engagement Email Distribution List</b>	The Office of the Senior Associate Dean for Community Engagement sends out regular emails to distribution list of subscribers, including both academic and community partners, to share MCW CE current events , community partner announcements and news relevant to the community engagement mission
<b>Community Engagement Week</b>	An annual Community Engagement Week Conference is held, putting focus on a particular community engaged or community-relevant topic or theme, while bringing together academic and community partners for discussion, education and action. This event includes sessions to facilitate education, networking, recognition and promotion of CE. We aim to strengthen community and academic collaboration around health by exploring and growing our common ground to improve the lives of Wisconsin communities.

<b>President's Community Engagement Award</b>	This award recognizes the exemplary community-academic partnership, community-engaged research, or community outreach activities of faculty, staff, students and community partners of the Medical College of Wisconsin. Awardees are recognized at a special reception, and given a plaque and a \$2000 monetary award for their exemplary efforts and commitment to community engagement.
<b>Community Engagement Learning Repository</b>	<a href="https://www.mcw.edu/Community-Engagement-Learning-Repository.htm">https://www.mcw.edu/Community-Engagement-Learning-Repository.htm</a> This website is a database/library containing products from community engaged projects. All products are viewable to visitors of the site. Registration is required in order for users to download or upload content to the site. The primary purpose of the repository is to share, improve and leverage the many outcomes and valuable results of community engaged projects for the benefit of our partners, both community and academic, across the city, state, region, country and globe.
<b>Health Science Square</b>	<a href="http://www.mcw.edu/Community-Engagement/Health-Science-Square.htm">http://www.mcw.edu/Community-Engagement/Health-Science-Square.htm</a> The Health Science Square is a model of community engaged research practice. Its purpose is to create space for conversation between community members and MCW faculty/staff and to address the health needs in a neighborhood, city and community. Events include the Lunch and Learn series, and special topic feature discussions.
<b>Community Engagement Survey</b>	<a href="http://www.mcw.edu/Community-Engagement/Community-Engagement-Survey.htm">http://www.mcw.edu/Community-Engagement/Community-Engagement-Survey.htm</a> MCW's Community Engagement Survey is administered to help ascertain how departments in particular, and faculty members and staff in general, are furthering MCW's CE mission via their interactions with community partners. Summary results are available on our website. More detailed reports for individual centers, institutes and departments within MCW are shared internally to inform the institution about the level of CE integration across the institution, and assist with strategic planning.

**Key to Acronyms**

Medical College of Wisconsin	MCW
Advancing a Healthier Wisconsin	AHW
Healthier Wisconsin Partnership Program	HWPP
Senior Associate Dean	SAD
Community Engagement	CE
Community Academic Advisory Council	CAAC
Community Engaged Research	CEnR
Delivering Research Innovations Via Educational Experiences	DRIVE
Community Health Internship Program	CHIP
Health Science Square	HSS
Clinical and Translational Science Institute of Southeast Wisconsin	CTSI
Regional Community Engagement Network	RCEN
Community Engagement Learning Repository	CELR