



# MEDICAL COLLEGE OF WISCONSIN

OFFICE OF COMMUNITY ENGAGEMENT  
**ANNUAL REPORT 2016**

## TABLE OF CONTENTS

Letter from Senior Associate Dean	3
Community Photos	4
Introduction to Community Engagement Report	5
Faculty Project Highlight - Dr. Judy Kim <i>Tele-Ophthalmology to Improve Eye Health Among Latinos</i>	6-7
Faculty Project Highlight - Dr. David Nelson <i>Milwaukee County Organizations Promoting Prevention (MCOPP)</i>	8-9
Faculty Project Highlight - Dr. Zeno Franco <i>Community Engagement Framework for IS Design: QRF (Quick Reaction Force) Creation</i>	10-11
Community Engaged Activities <i>Medical College of Wisconsin Survey Data</i>	12-13
The Psychiatry and Behavioral Medicine Project Highlight - Dr. Jon Lehrmann <i>Developing the Psychiatrists of the Future through Ground-breaking Community Involvement</i>	14-15
Cancer Center Project Highlight - Dr. Ming You <i>Promoting Racial Equity and Inclusion in Milwaukee</i>	16-17
Injury Research Center Project Highlight - Dr. Stephen Hargarten <i>Cardiff Model and Milwaukee COPE</i>	18-19
Office of Community Engagement Resource Guide	20-21
Special Thank You	22-23

**“We improve the health of  
the communities we serve.”**

## OUR MISSION AND VISION

The Office of the Senior Associate Dean for Community Engagement is dedicated to improving the art and science of community engagement, and making MCW a national leader in improving the health of the public.





Dear Reader,

As Senior Associate Dean for Community Engagement at the Medical College of Wisconsin, I have had the great privilege to watch the mission of Community Engagement permeate across our campus, growing year after year. MCW is one of the few medical schools in the US to have community engagement as a mission, and one of four which received the Carnegie Classification for Community Engagement. In my 15 years at MCW, I am astonished to find community engaged projects and interested faculty and staff in all areas of campus, with faculty, staff and students innovating in how we engage with the community, and reaching out to new partners, to improve the health of the communities we serve.

I am delighted to share with you our annual report 2016 which includes some remarkable examples of these efforts. We are inspired by the drive of these programs and projects, and the individuals who move them forward. They bring forward a vision of new patient care solutions. They forge new paths for the future physicians we educate and train. They build bridges to populations who are hardest to reach. And they make space at the healthcare table for communities and patients who bring invaluable insights and understanding. Community engagement reflects the old proverb, “many hands make light work.”

We are proud and honored to be trusted partners with our local community organizations. We know that our communities face great challenges. We cannot hope to fix community problems on our own, or through medicine alone. I am inspired and encouraged every day that, through community partnership, we can find innovative ways to do more and to do better than we have before. These stories are reflective of the potential we have for true impact and moving the needle where the needle most needs moving. Thank you to all those who do this great work.

**Syed M. Ahmed, MD, MPH, DrPH, FAFP**  
Senior Associate Dean for Community Engagement



---

MCW received the **Carnegie Foundation Community Engagement Elective Classification** in 2015. As one of only four medical schools to receive this distinction, MCW is grateful for the recognition of the breadth and depth of community engagement activities across our institution.









## Office of the Senior Associate Dean for Community Engagement

**MCW embraces community engagement** and fosters an environment for professionals who effectively practice community partnership. Our stewardship of the Advancing a Healthier Wisconsin endowment, established as a result of the Blue Cross/Blue Shield of Wisconsin health care conversion, has created a great synergy of the endowment and the institution. It has contributed significantly to our considerable investment in the community, having invested more than \$200M in over 360 research, education and community health partnerships.

The Medical College of Wisconsin has taken extensive measures to grow its community engagement beyond the investments of AHW, embedding community engagement throughout our centers, institutes and departments. With strong support from MCW leadership, including Dr. Syed M. Ahmed, the Senior Associate Dean for Community Engagement, MCW is proud of the many community engaged works happening across our campuses and communities, as well as the expertise and commitment to the practice of community engagement embodied in our faculty and staff. With the mentorship and experience of these individuals, along with the invaluable insights and efforts of our community partners, we are investing in our students and fostering the future leadership for community engagement.

As integrated as our community engagement mission is throughout MCW, it is all in an effort to make a real impact in our communities. We envision each effort and touch point of our faculty, staff and students to be as prolific and nourishing as raindrops cascading across the communities we serve. The hundreds of efforts happening across MCW are echoed in the raindrop imagery throughout the report.

The six specific projects highlighted shed light on the diverse nature of our community engagement efforts. Three of the reports are projects specific to faculty members at MCW who are expert in practicing community engagement. Three other reports include efforts that are supported more broadly by our centers, departments and institutes and their leadership. While we can't provide a complete picture of community engagement at MCW, these projects give our constituents a closer look at what is encompassed in the many activities reported in the 2016 Faculty Community Engagement Survey, also highlighted in this report.

It is important to recognize the value our community partners bring to the work we do. It is only through our genuine partnerships and mutual, longstanding commitments to the communities we serve, that MCW is able to impact the lives and improve health of those communities. We express our most heartfelt gratitude to all of those partners who have made the successes of these projects possible. This report is a community report, as much as a report for MCW. We are proud of these partnership achievements and are honored by the trust and support of the community, and their willingness to work with us.

## FACULTY FEATURE PROJECT: DR. JUDY KIM

### Tele-Ophthalmology to Improve Eye Health among Latinos (TIEHL)

Tele-Ophthalmology to Improve Eye Health among Latinos (TIEHL) is an innovative community engaged project that touches on all of MCW's missions. The three goals of the project are: 1) to implement an ocular tele-health program to improve access to care; 2) to test this program's use as an innovative tool for education; and 3) to train a community health workforce capable of extending the reach of diabetes care.

The need for programs like this have become more pressing, as there is a growing incidence of diabetes and diabetic complications, including retinopathy, in the large Latino community in Milwaukee, Wisconsin. Critical partners in this project are the United Community Center (UCC), the Bruce Guadalupe Community School and Marquette University. UCC serves more than 20,000 Latinos in Milwaukee, of which more than 40% are at or below the poverty level.

**“We have proved that lay people and allied health professionals can be trained to capture and reliably upload retinal images for later evaluation...”**

#### Innovation in Clinical Care

This project's innovations include innovations in tele-health, as we face mounting pressure to serve more patients with chronic eye disease in an increasingly resource-constrained environment. TIEHL has brought ultra-widefield (UWF) retinal imaging (Optos) to a community setting. Implementing this tele-health program in a nonmedical setting has been a success, due in part to our ability to deploy the imaging system in nontraditional setting and the ability of UCC staff to capture images without having to dilate the pupils. We have proved that lay people and allied health professionals can be trained to capture and reliably upload retinal images for later evaluation, and confirmed that participants found the imaging process in their local community center much friendlier, with staff support who speak their language. Marquette University

also facilitated the telemedicine component of this project, creating an app to transmit images and documents in alignment with HIPAA requirements.

#### Leveraging Programs for Mutual Educational Benefits

The program provides opportunities to teach allied health professionals and lay individuals, such as nursing students and staff members at the community center about how to use the necessary equipment to facilitate screening for this program. Another dynamic educational opportunity reaches out to students at the Bruce Guadalupe Community School which has students from K-8th grade, hoping that, “by exposing them early to this type of technology in medicine, they will develop an interest in healthcare, medicine, industry, and science,” Dr. Kim said.

#### Valuing Community Contributions

One of TIEHL's objectives is to evaluate the effectiveness of combining telemedicine and community-based screening. This approach ideally improves access to care by overcoming issues like language, accessibility of transportation, and cultural barriers. The people who attend various functions at UCC are already familiar with the staff. In addition, staff members are bilingual, and they understand the cultural nuances. These factors have resulted in favorable acceptance of tele-ophthalmology as a modality of health-care delivery for this population, while bringing care directly to the community.

#### Funding

The Healthier Wisconsin Partnership Program provided initial and continued funding for this project.

#### References:

- 1) “Teleophthalmology program aims to improve eye health among Latinos.” Nancy Groves. *Ophthalmology Times*. October 1, 2015.
- 2) Ocular Telehealth: A Wider View of the Need and the Opportunity in Ophthalmology: Ultra-widefield retinal imaging will help ophthalmology address growing needs. Shachar Tauber, MD. *Telemedicine in Ophthalmology. Retina Today*. May/June 2015.
- 3) Planning Committee Corner: Teleophthalmology in the Community Setting Serving Latinos. Judy Kim MD, Velinka Medic, MS. NEHEP.







## FACULTY PROJECT HIGHLIGHT: DR. DAVID NELSON

Milwaukee County Organizations Promoting Prevention

### Challenging the Norms of the Organizational Model

Milwaukee County Organizations Promoting Prevention (MCOPP) is an initiative built around preventing obesity and promoting healthy living in Milwaukee County, by engaging the community in partnership and building capacity around health promotion – especially in the areas of physical activity and nutrition. MCOPP started over 12 years ago, and through this time has never faulted in passion or drive. The organization’s funding has changed over time, having been funded by grants, organizations and, currently, individuals with a passion for this topic. These people sustain MCOPP through their own time and resources to keep the organization going. Meetings are sometimes as frequent as monthly and are currently held 4 times a year in person at various locations around Milwaukee. Despite the access to and ease of technology to disseminate information between professionals and community there is a strong belief within MCOPP that face to face meetings are important. There is a need for networking, idea generation, project description, and collaboration in the areas of health promotion. Each meeting is another opportunity for MCOPP to facilitate conversation around healthy living.

health, urban planning, public education, nutrition, physical education, and medicine. It has been observed in studies of community engaged work that having more partner organizations invested in the project has significant impact on the project sustainability.<sup>1</sup> MCOPP is a case study in the truth of that principle. In addition, partner representatives bring invaluable perspective, support, passion, connection and energy to the work. This project is just as much the communities, if not more so, than any one group.

### Modeling the Core Values of Genuine Partnership

One of the most impressive achievements of MCOPP is its long standing support of health promotion within the community. As MCOPP takes a long term approach to impacting health, it will continue to encounter new individuals, organizations, and institutions to learn from. While the impact of this sustained effort may not be as measurable as other outcomes, partners in MCOPP believe in the value of community involvement, partnership and making a tangible impact on the community and health.

Maintaining an organization over such a long period of time takes a lot of effort and people who really care about the issue. This would seem to happen easily with very little

“MCOPP creates bidirectional learning at all its meetings and interactions with the community, which in turn enriches and benefits the MCW community.”

### The Value of Multi-Disciplined Partners

Partners come from all specializations within health promotion. Multiple individuals from the community, community based organizations, and academic institutions make up MCOPP. Individuals who care about the topic of health promotion have equal standing, whether a representative of a community based organization or a partner from academic institutions. Partners include representatives from organizations such as MPS, West Allis School District, Children’s Hospital, 16th Street Community Health Center, Marquette University, UNCOM, and Y Eat Right. MCOPP also includes community advocates and experts in the fields of exercise science, public

need for thought or effort; instead it needs dedicated and passionate individuals and organizations to make this work. Without such dedication, it would be easy for the effort and the people to lose interest and not be sustainable.

MCW provides faculty and staff with experience in community engagement, health promotion, and organizational development. MCW team members who are a part of MCOPP are able to leverage this experience, as they contribute to the wellbeing of the organization and learn from the other partners that are a part of the project. MCOPP creates bidirectional learning at all its meetings and interactions with the community, which in turn enriches and benefits the MCW





Photography by MCOPP



community.

Those of us engaged in health promotion do so out of a calling for communities to be healthy as they define it. There are no fast or easy answers to health promotion. But instead it takes a supportive organization and individuals to sustain efforts over time. Through changes in funding, time and partners, MCOPP has been and remains a dedicated partner in being part of a lasting change for the health of the community.

1. Ahmed SM, Maurana C, Nelson D, Meister T, Young SN, Lucey P. Opening the Black Box: Conceptualizing Community Engagement From 109 Community—Academic Partnership Programs. *Progress in Community Health Partnerships*, 2016.



## FACULTY PROJECT HIGHLIGHT: DR. ZENO FRANCO

Community Engagement Framework for IS Design: QRF (Quick Reaction Force) Creation

### Dryhootch: Peer Support for Veterans

Post-Traumatic Stress Disorder (PTSD) wasn't formally recognized by mental health professionals until the 1980s. Before this, indicators for this mental health issue were labeled as "weak" and PTSD's existence was rejected – this despite the severe impact of PTSD on military veterans for generations. Today, 15-20% of combat veterans experience PTSD from the battlefield and the symptoms affect their everyday life thereafter. Dryhootch is a non-profit veteran-run community organization created to serve veterans and their families in the transition after returning home. Dryhootch provides peer-to-peer support to assist with mental health and civilian reintegration issues for veterans from all eras.

### Using Community-Academic Partnership and Research to Improve Veteran Support

What started as conversation between veterans and mental health professionals within the Zablocki (Milwaukee) VA healthcare system became formalized as the Dryhootch Partnership for Veteran Health in 2013. The partnership includes several community partners: Bob Curry with DryHootch, MCW's Dr. Zeno Franco, the University of Wisconsin's Department of Milwaukee Occupational Science and Technology, Mental Health America, and Marquette University's Ubiquitous Computing laboratory. This expanded partnership was generated from a partner foundation established by Drs. Jeff Whittle and Karen Berte with Dryhootch, dating back to 2008. Initial funding from MCW's Healthier Wisconsin Partnership Program (HWPP) was instrumental in assisting Dryhootch to begin providing peer mentor services. The project helped to break down the barriers between veterans and healthcare systems and set the stage for Dryhootch to establish its first location on Brady Street in Milwaukee. A multi-method veteran health partnership study conducted by the partnership revealed that 96% of veterans who have received VA care expressed an interest in receiving services that will help with the reintegration into family and community



**“The QRF mobile application was created to fill the gap in VA services through advocacy and provision of support through technology...”**

life. Barriers to care access for veterans were also identified, and the results of this study were later published in the journal Progress in Community Health Partnerships. Through this study, the partnership also identified a common interest in using technology to better reach young veterans returning from combat in Afghanistan and Iraq.

The partnership received a 5 year HWPP grant to create veteran specific peer mentor training resources, evaluate the impact of veteran peer mentorship, and collaboratively develop smartphone technology to support digital efforts for younger veterans. Using a collaborative design approach the Partnership involved OEF (Operation Enduring Freedom- Afghanistan)/OIF (Operation Iraqi Freedom) veterans, Crammer-Kraselt Advertising, and others in the development of a mobile peer mentoring smartphone application called QRF (Quick Reaction Force).

### Valuable Tech Solutions Enhanced by Community Insights

The QRF mobile application was created to fill a gap in VA services through advocacy and provision of support through technology by gathering simple psychosocial and social functioning data from 220 high risk veterans which was then shared with their peer mentors. From start to finish of the research and design, Dryhootch was hands on, revealing specific ways veterans think about individual level crisis and warning signs. The exploration and creation of this app was a positive educational experience, giving opportunity to reach common ground for the wants and needs for QRF. It also provided a means for a more personal, unique and sustainable partnership to benefit both Dryhootch and MCW missions going forward.





The QRF app has been successfully deployed for Apple iPhone and Android smartphone platforms, with 150 participants from UW-Milwaukee, Milwaukee School of Engineering (MSOE) and Madison locations enrolled in the veteran peer mentor services study. The study has resulted in a number of published papers in computer science and an Intellectual Property disclosure to MCW and Marquette Offices of Technology Transfer. In 2013 the partnership received a CTSI pilot grant award to begin examining ways the QRF smartphone technology could use phone based sensors to identify early warning signs of crisis in veterans and the group recently submitted a National Science Foundation grant based on this work. The MCW-Dryhootch partnership remains highly valuable. Dryhootch helps provide care for veterans through Milwaukee's Zablocki VA Medical Center, offers educational opportunities within our institution and community, and expertly navigates community engaged research projects with MCW faculty, finding common ground with MCW to reach a greater veteran population via community engagement.

### Funding

This partnership has been funded by The Healthier Wisconsin Partnership Program (HWPP), CTSI Pilot, and SAMHSA. Current funding is provided by HWPP, to support the iPeer application and its ongoing efforts in the veterans community.

### References:

Franco ZE, Logan C, Flower M, Curry B, Ruffalo L, Brazauskas R, Whittle J (2016). Community Veterans' Decision to Use VA Services: A Multimethod Veteran Health Partnership Study. *Progress in Community Health Partnerships: Research, Education, and Action* 10(1), 5.

Rizia, Rizwana, Zeno Franco, Katinka Hooyer, Nadiyah Johnson, A. B. M. Patwary, Golam Mushih Tanimul Ahsan, Bob Curry, Mark Flower, and Sheikh Iqbal Ahamed. "iPeer: A Sociotechnical Systems Approach for Helping Veterans with Civilian Reintegration." In *Proceedings of the 2015 Annual Symposium on Computing for Development*, pp. 85-93. ACM, 2015.

Franco, ZE, Ahamed, I., Curry, B. Dryhootch Quick Reaction Force (QRF) mobile mental health app. [www.dryhootch-qrf.org](http://www.dryhootch-qrf.org) (publicly facing); [www.dryhootch-qrf.com](http://www.dryhootch-qrf.com) (software download site). MCW Office of Technology Transfer Case No. C1864. (Jointly with Marquette Office of Technology Transfer). Software demo license to Faction Studios.

Rizia R, Franco ZE, Hooyer K, Johnson N, Patwary ABM, Ahsan GMT, Curry B, Flower M, Ahamed, SI. Mobile peer-mentoring: an approach to make veterans seek mental health-care support a normality. In *Proceedings of the 10th IEEE International Conference on Collaborative Computing: Networking, Applications and Worksharing*. 2014:437-441.

Franco ZE, Flower M, Sandy M, Whittle J. Professional Ethics and Virtue Ethics in Community Medical Practice In: Mitchell D, Ream R, eds. *Professional responsibility: the fundamental issue in education and healthcare reform Vol 4 of the series Advances in Medical Education*. New York, NY: Springer; 2014:211-229.

Franco ZE, Flower M, Curry B, Whittle J, Berte K. Surviving the peace: Redefining community based veteran services through the Dryhootch partnership In: Friedman H, Johnson C, Diaz J, Franco Z, Nastasi B, eds. *The Praeger handbook of social justice and psychology: Vol 2 Well-being and professional issues*. Santa Barbara CA: Praeger; 2014:127-142.

Franco ZE, Hooyer K, Rizia, R, Patwary ABM, Armstrong M, Semaan B, Kuziemy C, Curry B, Ahamed, S. Dryhootch Quick Reaction Force: Collaborative information design to prevent crisis in military veterans. *Proceedings of the 13th International Conference on Information Systems for Crisis Response and Management*. 2016: 1-8.

## COMMUNITY ENGAGED ACTIVITIES

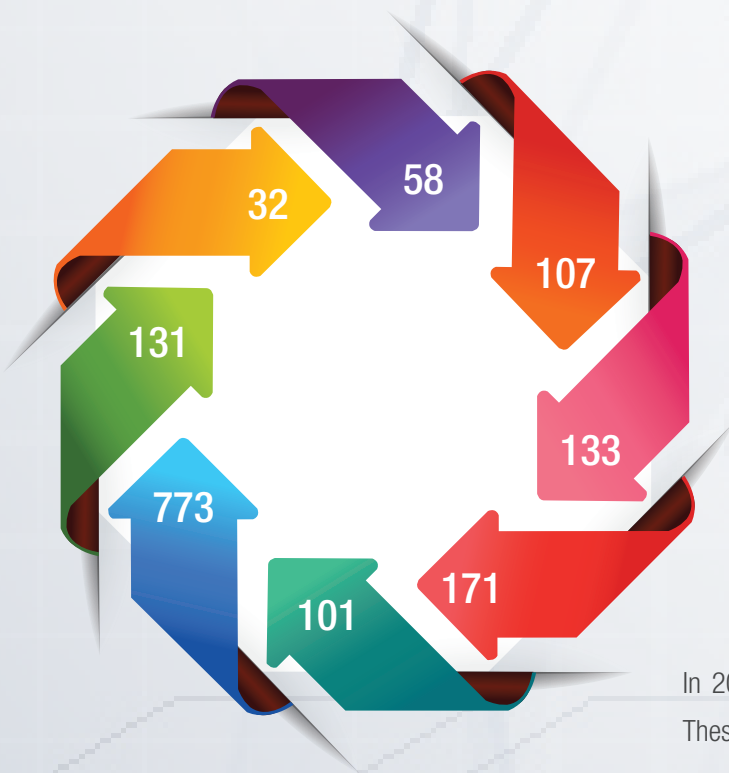
The Office of the Senior Associate Dean for Community Engagement conducts an annual Community Engagement Survey. In 2016, faculty members were surveyed to help ascertain how the community engagement (CE) mission is being practiced throughout MCW through activities including: community outreach & service activities, community engaged courses, community engaged research projects, clinical care outreach, policy & advocacy, community engaged publications & presentations, and giving & receiving awards for community work.

The mission of Community Engagement is deeply embedded in our institution and is integrated into all of our departments and missions. As MCW fosters relationships with the community, our faculty members seek out innovative ways to meet community needs, and partner in different ways to meet needs and improve the health of the communities we serve.

## COMMUNITY ENGAGEMENT



## REPORTED FACULTY COMMUNITY ENGAGEMENT ACTIVITIES

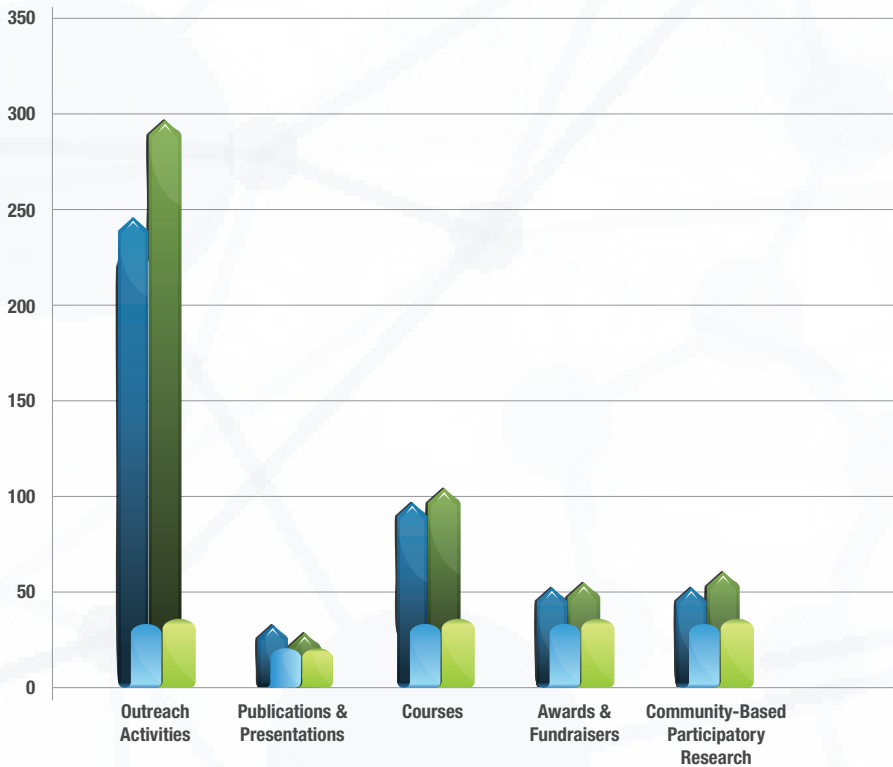


- Community Outreach & Service
- Community Engaged Courses
- Community Events & Fundraisers
- Community Engaged Research Projects
- Publications & Presentations
- Policy & Advocacy
- Clinical Care Outreach
- Giving & Receiving Awards

In 2016, 381 faculty members reported community engagements activities. These community engaged faculty members work all across MCW.

Within the 733 Community Outreach & Service activities, faculty members have reached out to 631 different community partners.





## COMMUNITY ENGAGED ACTIVITIES

MCW has been conducting surveys on Community Engagement Activities since 2014.

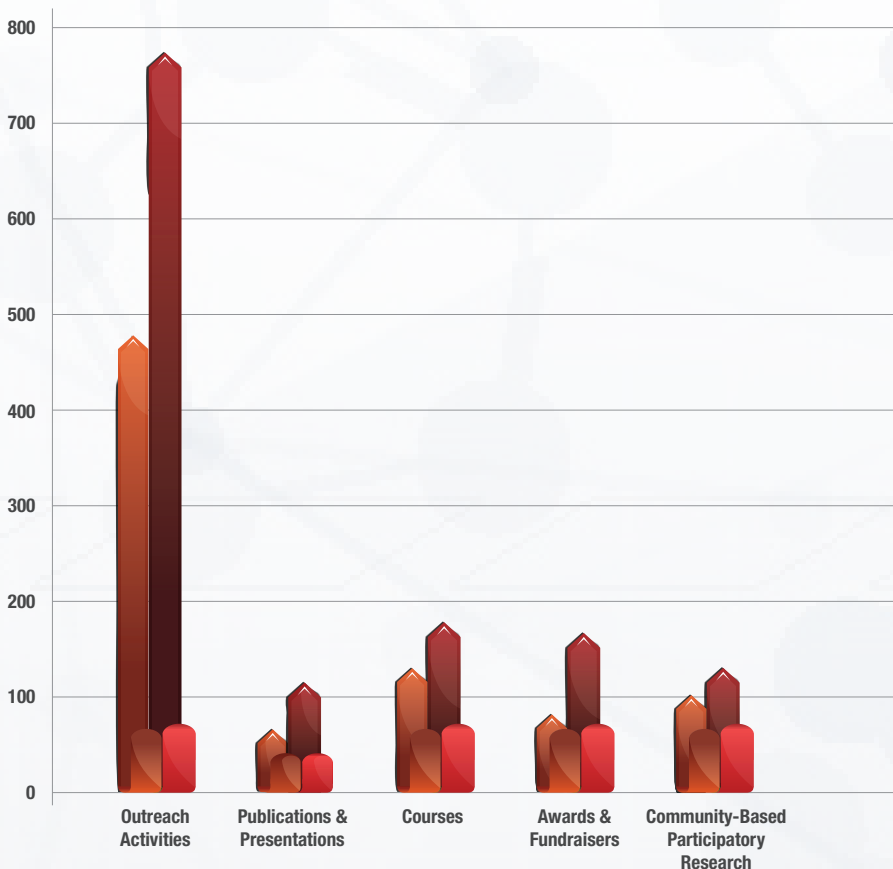
This table shows the number of faculty who reported activities in the 2014 and 2016 surveys.

2014 Faculty Reporting

2016 Faculty Reporting

## COMPARING 2014 & 2016 SURVEY DATA

Comparing 2014 and 2016 survey results, reported activities increased. This may reflect an increase in faculty participation in the survey, and/or faculty participation in the community engagement mission. In 2014, 839 total activities were reported in these categories. In 2016, faculty reported 1347 activities in the same categories – an increase of more than 50%.



2014 Faculty Reporting

2016 Faculty Reporting

15% of all MCW faculty and staff participate in the Community Engagement Mission.

Over 700 faculty (in 2016) and staff (in 2015) reported Community Engagement Activities when taking the MCW Community Engagement Survey.



## THE PSYCHIATRY AND BEHAVIORAL MEDICINE PROJECT HIGHLIGHT: CHAIR, DR. JON LEHRMANN

Developing the Psychiatrists of the Future through Ground-breaking Community Involvement

### The Tale of the Two New Residencies

MCW has newly established two community medical schools in Wausau and Green Bay to meet rural primary care work force needs. Building on the rich potential to meet community needs through these campuses, MCW and the Department of Psychiatry and Behavioral Medicine will soon provide regional residency training opportunities to address the need for more healthcare professionals in these regional communities.

After obtaining a Feasibility Study Grant from the Wisconsin Rural Physician Residency Assistance Program in November of 2013, Dr. Carlyle Chan, Psychiatry Professor, shepherded the applications for two separate New Rural Residency Development Grants from the State of Wisconsin Department of Health Services, one for Central and the second for Northeastern Wisconsin. Both three year grants were awarded in July 2014.

Building new rural psychiatric residencies from scratch also required obtaining local stipend support. In Northeastern Wisconsin, this task was made easier by MCW Charles E. Kubly Psychiatry Chair, Dr. Jon Lehrmann obtaining an early commitment from the Veteran Affairs system for seven stipends. The project was also supported by regional mental health institutions, the Winnebago Mental Health Institute and its adjacent affiliate, the Wisconsin Resource Center. The two programs had discontinued their own psychiatry residency in the distant past but recognized that many of their staff were graduates of their own program and were approaching retirement. They quickly committed to supporting six stipends and to teaching. Another two stipends were secured from Bellin Mental Health and one stipend from Brown County Community Mental Health to meet the team's goal of training four residents per year or sixteen residents total.

In Central Wisconsin, potential affiliates were smaller programs and geographically dispersed, and the psychiatrists were in high demand clinically with limited teaching experience. After meetings and discussions with over a dozen agencies extending over a year and a half, Dr. Chan obtained commitments for stipend support from seven Central

Wisconsin health clinics, human services organizations, and hospitals plus Froedtert Memorial Lutheran Hospital in Milwaukee. This financial support is enough to train three residents per year for an eventual total complement of twelve residents. Psychiatrists in both regions were enthusiastic about clinical teaching, even with busy patient loads.

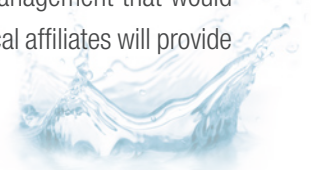
Accreditation applications were completed in December 2015, with site visits completed two months later and initial accreditation awarded in May 2016. Drs. Robert Gouthro and Edward Krall are the new Training Directors for Northeastern Wisconsin and Central Wisconsin, respectively. Recruitment has started for the classes matriculating in July 2017. Each of the new programs has already received over 800 applications.

### Persistence, Patience and Current Progress – Where Are They Now?

Dr. Chan and Gary Bezucha, an early champion for the proposed Central Wisconsin Psychiatry Residency, met with the chief psychiatrist of a local provider organization who questioned the need for training rural psychiatrists and did not support the idea. Dr. Chan left the meeting discouraged and ready to look elsewhere. Mr. Bezucha, undaunted, arranged a new meeting with the lay leader of the same institution. Surprisingly, this particular leader immediately recognized the benefits of participating and committed to stipend support on the spot.

Most rural mental health providers are in constant psychiatrist recruitment mode using expensive placement agencies to try to fill vacancies (and only marginally successfully) for temporary help.

MCW provided the initial impetus to start the programs and provided the 50% match funding requirement to obtain the initial DHS Central Wisconsin grant. Medical College of Wisconsin Affiliated Hospitals (MCWAH) under the direction of Ken Simons, MD, is providing infrastructure for the ongoing administration of the new programs. The current MCW Psychiatry Residency in Milwaukee will provide the didactic teaching, experience, and management that would not be possible in a rural area. The local affiliates will provide





# MCW

## Central Wisconsin



the clinical experience and supervision necessary to train the next generation of rural psychiatrists. Rural programs also recognize that affiliation with a medical school and residency can assist in psychiatrist recruitment.

### Plans for the Future

The team is hopeful that the development of rural residencies will begin to address the mental health and workforce needs of rural Wisconsin. Psychiatry shortages are present in virtually every county in the state – over half the nation’s psychiatrists are 55 years and older. Research indicates that two thirds of psychiatry residents remain in the geographic region where they trained. Graduating seven new psychiatrists a year from MCW regional campuses should deliver an annual

**“Graduating seven new psychiatrists a year should provide a workforce pipeline for the region. This would deliver an annual 42% increase in the number of graduating psychiatrists in our state.”**

42% increase in the number of graduating psychiatrists in our state, and a more direct pipeline for professionals who will stay and work in the regional communities.

The team has seen the initial coming together of some rival organizations for a common purpose. If just one psychiatrist per year graduating from these new programs stays in the region, and/or the state, mental health care in Wisconsin will take a great step forward. With the exception of some teleconferenced didactic teaching, the team envisions having free standing, independent psychiatry residencies that will be capable of fulfilling regional workforce needs. There is already interest elsewhere in the state to start a third rural psychiatry residency.

References: Dr. Jon Lehmann; Dr. Carlyle Chan





## CANCER CENTER PROJECT HIGHLIGHT: DIRECTOR: DR. MING YOU

Promoting Racial Equity and Inclusion in Milwaukee: Understanding and Reducing Cancer Disparities

### Medical College of Wisconsin Cancer Center – Uniquely Positioned for Impact

The Medical College of Wisconsin Cancer Center (MCWCC) is dedicated to reducing the cancer burden through innovative research into its causes, prevention, early detection, and treatment. Inequities in cancer incidence and outcomes differ by race, ethnicity, socioeconomic status, and geography, which are significantly influenced by social environment. This is true generally, and especially in Milwaukee and the surrounding region. These differences are termed “disparities” and decreasing their incidence has quickly become a top public health priority. Because of its location in the Southeastern Wisconsin region and its unique role as an academic cancer center, MCWCC is positioned to reach area communities, many of whom are at or below the poverty line and struggling. By partnering with community organizations through an advisory board, including local representatives in meetings and projects, and gaining funding for rigorous research that clearly describes the disparities, the MCWCC is working hard to address more than just the disparities, and expand to the social environment factors that impact our families, neighborhoods, city, and region.

### Innovative Research Funded by the Greater Milwaukee Foundation

Promoting Racial Equity and Inclusion in Milwaukee: Understanding and Reducing Cancer Disparities is a recent

community engaged project of the MCWCC funded by the Greater Milwaukee Foundation (GMF). The project, as the title implies, seeks to obtain in-depth understanding of cancer disparities in the Milwaukee area through quantitative and qualitative inquiry, using a new disease mapping method to examine spatial patterns of survival called Adaptive Spatial Filtering (ASF) as one initial form of research. Because of the availability of screening tests and availabilities of therapies

**“By partnering with community organizations through an advisory board,... the MCWCC is working hard to address more than just the disparities, and expand to the social environment factors.”**

*“We are working to collect detailed, real-life information to help African American men understand the facts about prostate cancer,” said Ms. Matthews. “It is critical that we also disseminate this*



Lauren Matthews, MPH, a community research coordinator at the MCWCC Cancer Center, is part of a team of community-based researchers, navigators and community health workers conducting research to help us better understand prostate cancer disparities in Milwaukee’s north and west side neighborhoods.

to lengthen survival, this portion of the study focuses most specifically on disparities in breast and colorectal cancer survival ; additional cancer disparities are examined through qualitative inquiry. This study will help to provide greater understanding of how these communities are impacted specifically by cancer disparities and what can be done to reduce them.

*information to medical providers and community leaders to help overcome some of the myths and fears that may be contributing to Milwaukee’s prostate cancer disparities.”*

### Community Input and Support

In order to accomplish the great task of understanding the cancer disparities most pressing to the communities in the greater Milwaukee area, the MCWCC developed a Cancer Center Community Advisory Board (CC CAB) to



Dr. Sandra Millon-Underwood is on the CC CAB and served on the working group for the GMF project.

bring individuals from Milwaukee minority communities experiencing these disparities more deeply into the conversation. Members of the CC CAB make decisions and have access to resources to implement research programs and community engagement required to address these disparities. The CC CAB has developed a number of racial and socioeconomic cancer disparity projects.

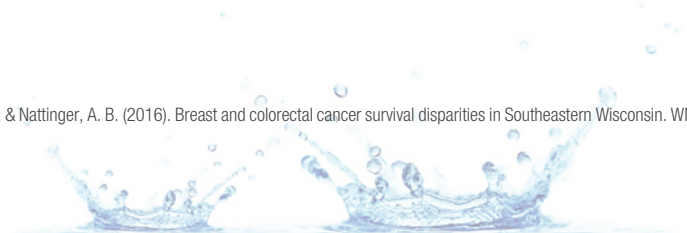
The MCWCC also hires consultants on research projects who are actively involved in addressing these issues in their communities. One example is Mikel Holt, the editor of the Milwaukee Community Journal and Healthy Start magazine, TV and radio pundit and founder of the Black Research Organization. Mr. Holt is a consultant on the GMF project and has a great deal of experience engaging his community on issues that are particularly sensitive, such as organ donation. He is working with MCW to ensure that all aspects of this project, from focus group recruitment materials, to discussion guides, to the location of the sessions, are culturally appropriate and help men feel more comfortable discussing issues like digital-rectal exams and sexual dysfunction linked to prostate cancer.

*“The issues we’re talking about run really deep and are passed along from grandfather to father to son, from brother to brother, uncle to nephew and friend to friend. These are complex social, familial and personal expectations that are at the very heart of what it means to be an African American man today,” said Mr. Holt. “Most African American men are not going to agree to -- or even talk about -- treatment options with possible sexual side effects unless they absolutely trust that provider. When you add to the mix a lack of access to quality services and the very legitimate distrust of the medical community, addressing these issues becomes really difficult.”* Mikel Holt, Black Research Organization

Reducing disparities is a key focus of this academic cancer center. It is clear from the current work at MCWCC that eradicating cancer disparities in Southeastern Wisconsin is a priority, with the ultimate focus of improved health for all residents of Wisconsin and beyond. In order to do so, the MCWCC is gaining a better understanding of the communities with the most need and promoting rigorous research that is community engaged.

**References:**

1 Beyer, K. M., Zhou, Y., Matthews, K., Hoormann, K., Bermanian, A., Laud, P. W., & Nattinger, A. B. (2016). Breast and colorectal cancer survival disparities in Southeastern Wisconsin. *WMJ*, 115(1), 17-21.





## INJURY RESEARCH CENTER PROJECT HIGHLIGHT: DIRECTOR: DR. STEPHEN HARGARTEN

Cardiff Model and Milwaukee COPE

MCW's Injury Research Center (IRC) is demonstrating the power of collaborative solutions by seeking innovative ways of engaging with community stakeholders to address complex, multi-factorial health issues. Located on the campus of the Medical College of Wisconsin (MCW), the IRC is an interdepartmental collaboration of diverse specialties that works to prevent and reduce injury deaths and disabilities while improving care of injured patients in Wisconsin and the Great Lakes Region through research, education, training and outreach. Specifically, the IRC is leading a number of projects that involve engagement with the community, including one that addresses injuries as a result of violence and another that addresses the burden of injury as it relates to opioid overdose.

### Addressing the burden of violence: The Cardiff Model: Strengthening Community Capacity to Reduce Violence

Communities and researchers often rely on an incomplete picture when using police data alone to inform their violence prevention efforts. The Cardiff Model aims to provide a more complete picture to help prevent violence in the community. At MCW, the IRC is leading a project modeled after the Cardiff project. The Cardiff Model: Strengthening Community Capacity to Reduce Violence, spurred by a similar project in Cardiff, Wales, United Kingdom, is partnering with and obtaining data from Milwaukee County Emergency Medical Services (EMS), emergency departments at participating hospitals, and police departments in West Allis and Milwaukee. This multi-layered approach to examining the data allows the project to geocode the locations where the assaults occur and map those areas. The map identifies overlaps in "hot spot" areas that would not emerge from a single data source. This layering of the data provides a more complete picture of the burden of assaultive violence in West Allis. The partners in this project, including police, health care, public health, school, community and other stakeholders meet regularly to discuss the data summaries, develop ideas, and implement policy and prevention efforts.



The engagement of multi-sector community partners is the key to the success of this model. When the community stakeholders understand and are informed by the data, they can develop prevention activities that address the violence and can engage in continuous tracking of the effects of their prevention activities on violence trends.

The project has resulted in many notable achievements and improvements in care. For example, Children's Hospital of Wisconsin (CHW) and Aurora Hospitals have implemented hospital-based initiatives to integrate additional Cardiff Model questions in their Epic electronic medical records (EMRs). Making a point to measure impact of these efforts, advanced geospatial methods have been developed for determining 'added benefit' of each data source. These results have determined that the addition of ED and EMS data sets provides a more complete picture of interpersonal violence in the community.



**Addressing the burden of opioid abuse and addiction:  
Milwaukee Community Opioid Prevention Effort (COPE)**

In Milwaukee County, opioid-related overdose deaths have been steadily increasing since 2005, touching every sector of our county and no geographic region, race, or age group is spared. However, these deaths only illustrate one small part of the effect the opioid epidemic has on the Milwaukee community. In fact, it is estimated that for every death, there are more than six additional people experiencing an overdose that require naloxone, an opioid reversal agent. In many cases the EMS system is not being accessed—a missed opportunity for linkage to treatment or other services.



**To help the community access services more effectively, Milwaukee COPE was started in July of 2016. The project team has focused their efforts on information gathering, data analysis, and community collaboration.**

A comprehensive review of published literature was completed in order to identify effective, community-based interventions aimed at reducing opioid-related overdose deaths. Additionally, data was gathered from the Milwaukee County Medical Examiner, Milwaukee County EMS database, and from self-reported survey data from the needle exchange and naloxone distribution program of the AIDS Resource Center of Wisconsin (ARCW). The data from these various sources was analyzed and compiled, and an opioid overdose report was created, accessible at <http://www.mcw.edu/Emergency-Medicine/Milwaukee-COPE.htm>.



After reviewing the data, the project team worked with the Milwaukee County EMS medical director to review the current EMS treatment protocol, resulting in a formal report to support recommended changes. These recommendations have been made and/or are currently being implemented. The project team has also reached out to numerous individuals and community organizations working to address the opioid epidemic in our community. The team surveyed community partners to inventory community-level efforts. With this inventory, Milwaukee COPE has succeeded in helping the community not only access IRC resources, but also resources in the community, including vital community Opioid-Related Overdose Prevention Workgroups.

Milwaukee COPE is jointly sponsored by the City of Milwaukee, the Zilber Family Foundation, and the MCW Department of Emergency Medicine. The project also received funding from the Department of Justice Bureau of Justice Assistance.

**“The engagement of multi-sector community partners is the key to the success of this model.”**



# OFFICE OF COMMUNITY ENGAGEMENT RESOURCE GUIDE

## MCW Presidents Community Engagement Award

The MCW President's Community Engagement (CE) Award, administered in part with the MCW President's Office, recognizes exemplary community-academic partnerships, community-engaged research (CEnR) and community outreach activities of faculty, staff, students and/or community partners of our institution. In highlighting these impactful PROGRAMS and stories, that improve the health and lives of the communities we serve, it brings to light the importance and value of these PARTNERSHIPS, the inspiring work of our PEOPLE and community partners and how they support and advance MCW's Community Engagement Mission. Since its inauguration in 2015, the President's CE Award has honored 13 nominees, of those 6 being students, 2 community partners/programs, 2 faculty and 2 staff. In 2016, President Raymond recognized the work of Dr. Earnestine Willis (faculty), Paul A. Lucey (community partner), Hilary Chavez (staff), Melissa DeNemie (staff), Jack Keegan (student), and Daniel Sterba (student). To learn more about the nomination and submission criteria and awardee recognition, visit <http://www.mcw.edu/community-engagement/Presidents-Community-Engagement-Award.htm>.

## Community Engagement Seed Grant Program

Community Engagement Core Seed Grant Program awards competitive seed grant funding for promising, early-stage research focused on improving the health of WI communities, with an emphasis on research that has high possibility of future extramural grant funding. This grant program is a parent grant funded by the Research and Education Program Fund, a component of the Advancing a Healthier Wisconsin Endowment. The CE Core also collaborates with other MCW centers and institutes to provide match funding to promote and encourage participation, innovation, and grant submission.

## Community Engagement Mentoring Network

The Medical College of Wisconsin (MCW) Office of Community Engagement (CE) offers a mentoring network for individuals interested in building capacity in CE and Community Engaged Research (CEnR) practices. This mentoring network is anticipated to be a year-long individualized experience. Through this program, CE mentors are paired with researchers interested in mastering CEnR. The program also dedicates resources to the development of researchers, creating the future leaders of CEnR as a result and increasing the number of researchers oriented to CE. Mentoring can be provided at multiple levels, ensuring participants finish the program with a better understanding of and stronger orientation for CE. The Mentoring Network draws upon the abundant expertise and knowledge present locally within the community and at MCW. The Mentoring Network was developed in 2016, and will welcome its first cohort of mentors and mentees in 2017. For more information contact Jessica De Santis at [jdesantis@mcw.edu](mailto:jdesantis@mcw.edu)

## MCW Community Engagement Liaison Program

Is a new program, launched in 2016 to serve as a communication network through MCW for departments, centers, institutes, programs and committees to share information about and connect to resources and initiatives that support MCW's Community Engagement Mission. In addition to providing a way for the MCW community to communicate about their community engagement activities, these connections are intended to help leverage resources, spur collaboration, provide mentorship and training, and foster a learning community at MCW. The program supports the MCW community as we seek to further align our work with Community Engagement and, ultimately, improve the health and the lives of the communities we serve. Since the launch of the program, there are already over 40 liaisons across MCW. To learn more about the program, and the resources available to support community engagement at MCW, go to <http://www.mcw.edu/community-engagement/liaison-program.htm>.

## MCW Community Engagement Learning Repository

The Office of Community engagement has developed an interactive online library, serving as a collection and exchange website to further develop partnership around community engaged research (CEnR) and promotes the story of community engagement as a whole. The website is currently available for users to view, register, upload and download files relevant to community partnership projects. For more details, and updates on this project, go to <http://www.mcw.edu/Community-Engagement/Community-Engagement-Learning-Repository.htm> or <https://www.mcw.edu/Community-Engagement-Learning-Repository.htm>.

## Three faculty received seed grants awards in 2016:

- 1) Leslie Ruffalo (MCW Faculty) and Maria Barker (Planned Parenthood of Wisconsin). Project: Exploring Barriers, Facilitators, and Cultural Considerations Related to Colposcopy Adherence.
- 2) Ryan Spellecy (MCW Faculty) and Mike Holt (Black Research Organization). Project: Understanding Clinical Research Disparities.
- 3) Staci Young (MCW Faculty) and Darryl Davidson (City of Milwaukee Health Department). Project: Community Based Colorectal Cancer Education for African American Men

The awarded projects support promising cancer-focused research in the Milwaukee area, demonstrate clear relevance and importance to the communities involved in the project, encourage sustainable, authentic community-academic partnerships, and seek to advance understanding about how community engagement can be done in complex research settings.

To learn more about the Seed Grant program and current funding opportunities, please visit <http://www.mcw.edu/Community-Engagement/Community-Engaged-Research-Seed-Grants.htm>

## Community Engagement Social Media

MCW Community Engagement maintains two social media platforms: Facebook and Twitter. MCW Community Engagement Social Media provides highlights of internal departments, external community organizations, and various educational and health related programs and neighborhood resources for all. MCW Community Engagement continues to grow and deliver relevant content dedicated to various field related activities, and projects. Launched in 2016, and now have over 200 community, academic, and institutional partners, MCW Community Engagement's Facebook and Twitter accounts continue to grow and deliver relevant content dedicated to various field related activities, and projects. Please follow us on twitter at MCW\_Engage and on Facebook's MCW Community Engagement page.

## MCW Community Engagement Survey

The Office of Community Engagement administers an annual survey to help ascertain how divisions in particular, and faculty and staff members in general, are furthering their community engagement (CE) mission via their interactions with community partners. The survey has been conducted since 2014. All MCW faculty members and staff are surveyed, on alternating years. The 2016 survey was administered to faculty members, providing comparative data from the last faculty member survey in 2014, offering MCW its first opportunity to track the trend line of community engagement activity across MCW. More details are provided in the annual report pgs. X-X. For more information about the MCW Community Engagement Survey, please visit <http://www.mcw.edu/Community-Engagement/Community-Engagement-Survey.htm>.

## Community Engagement Websites

The Community Engagement (CE) website is a main website for MCW's Community Engagement Mission and is resource hub for internal faculty, staff and students, along with external partners, organizations and those within the community simply looking for resources. To see what our website has to offer, visit <http://www.mcw.edu/MCW/Community-Engagement.htm>.

The Office of Community Engagement also maintains a website, with more comprehensive information and links on resources provided by our office, including many of the programs listed here, as well as archival information from previous years, including presentations, events and various other reports. Visit our site at <http://www.mcw.edu/Community-Engagement.htm>.



## Community Engagement Week

The Medical College of Wisconsin hosts an annual Community Engagement Week, since 2014. The themes and objectives of the week vary from year to year, but primarily include events that focus on:

- Providing networking opportunities for Community and Academic Partners
- Educating community and academic practitioners about CE
- Recognizing and Celebrating CE practitioners and programs
- Advancing the Art and Science of Community Engagement
- Furthering Important Conversations between Community and Academic Partners

The week usually includes a few signature events, including The President's Community Engagement Award Reception, Community Engagement Poster Session, and a volunteer opportunity for all MCW faculty, staff and students. In 2016, the week's activities brought together over 600 participants and over 50 institutions and community partners. Find out more about past Community Engagement Week programming and updates on this year's event at <http://www.mcw.edu/Community-Engagement/Community-Engagement-Week.htm>.

## Health Science Square: A space for collaborative community solutions

The MCW Health Science Square (HSS) is a space for collaborative community solutions that provide opportunities for current and potential community and academic partners to connect. HSS events are designed for community and academic stakeholders to engage in rich discussion regarding health issues facing our communities, in order to facilitate connections that will generate partnership, investment and innovation, and collaborative community solutions to address these difficult issues and benefit our communities.

In 2016, HSS hosted two Community Engagement Workshops related to Cancer and Community Engaged Research (CEnR) and four Round Table Lunch & Learn facilitated discussions around the nine Community Based Participatory Research principles designed by Israel et al. (1998). In total, these events drew 136 community and academic partners (CE Workshops: 65 | Round Tables: 71). Across all Round Tables hosted, 42% of the attendance included community partners while the remaining 58% included MCW faculty, staff, and students.

HSS events are open to faculty, staff, students and community partners who are interested in the research area, the health topic being discussed, connecting with people in the community engagement space, and/or learning from and contributing to the discussion. To learn more about the program, and the resources available to support community engagement at MCW, go to <http://www.mcw.edu/community-engagement/htm>. For more details about the Round Tables and to register for current sessions, check out <http://www.mcw.edu/Community-Engagement/Lunch-and-Learns.htm>.



# THANK YOU

We would like to say thank you to our many partners who have helped the Office of Community Engagement in special ways throughout 2016. Partners both within the community and across MCW have helped our office in numerous initiatives and served on committees. Significant contributions were made to the Community Engagement Award, Community Engagement Week, Community Engagement Implementation Initiative, Community Engagement Survey, and various other projects throughout the year. Thank you, from all of us in the MCW Office of Community Engagement, for your contributions to our work and the MCW Community Engagement Mission.

## COMMUNITY ENGAGEMENT AWARD COMMITTEE MEMBERS

Tom Brophy  
Cheryl Maurana, MCW Academic Outreach  
Kerry Freiberg, Froedtert Hospital  
Kathy Kuhn, MCW Government and Community Relations  
John Meurer, MCW Institute for Health and Equity  
Jeff Morzinski, MCW Center for Healthy Communities and Research

## COMMUNITY ENGAGEMENT WEEK CONTRIBUTORS

Kathleen Pritchard, Community Partner  
Tracy Wilson, AHW  
Sheri Johnson, MCW Center for Advancement of Underserved Children  
Reggie Moore, Milwaukee Health Dept. Office of Violence Prevention  
Sarah Miinar McLaughlin, Center for Youth Engagement  
Jeremy Triblett, Center for Youth Engagement  
Catherin Kolkmeier, La Crosse Medical Health Science Consortium  
Melissa DeNomie, MCW Department of Family and Community Medicine  
Rebecca Lakowski, La Crosse County Health Department  
Bob Curry, DryHootch of America  
Staci Young, MCW Department of Family and Community Medicine  
JC Moore, Office of the State Public Defender  
Tom Reed, Office of the State Public Defender  
Judge Laura Grambling Perez, Milwaukee County Circuit Court  
Judge Carl Ashley, Milwaukee County Circuit Court  
Janet Fleege, Milwaukee County Behavioral Health Division  
Rebecca Bernstein, MCW Department of Family and Community Medicine  
Catherine Draeger, Friedens Community Ministries  
Stephanie Nowak, DHSS Special Needs Housing Division  
Maxwell Ramsey, Street Life Communities  
Matthew Raymond, Community Advocates Inc.  
Ana Paula Soares Lynch, Core el Centro  
Hugh Davis, Wisconsin Family Ties  
Linda Meurer, MCW Department of Family and Community Medicine  
Jessica Olson, MCW Institute for Health and Equity  
President John R. Raymond, MCW Office of the President  
Melinda Stolley, MCW Cancer Center  
Geneva Johnson, MCW Cancer Center

State Senator Lena Taylor, Wisconsin State Senate  
Debra Nevels, American Cancer Society  
Brenda Gray, Milwaukee Area Health Education Center  
Kirsten Beyer, MCW Institute for Health and Equity  
Janel Hines, Greater Milwaukee Foundation  
Tim Sobotka, MCW School of Engineering  
Magdalisie Henderson, MCW Cancer Center  
Carletta Rhodes, MCW Department of Family and Community Medicine  
Sarah Wilkins, MCW Executive Communications  
Laila Azam, MCW Institute for Health and Equity  
Joseph Byonanebye, MCW Institute for Health and Equity  
Tess Chandler, MCW Department of Family and Community Medicine  
Jennifer Kusch, MCW Department of Family and Community Medicine  
Michele Leininger, MCW Department of Family and Community Medicine  
Gavin Luter, Wisconsin Campus Compact  
Elizabeth Tryon, Midwest Knowledge Mobilization Network  
David Drent, Milwaukee County War Memorial Center  
Eric Collins-Dyke, Milwaukee County Housing Division  
Mark Flower, Dryhooch of America  
Mara Lord, MCW Experience and Brand Strategy  
United Way of Greater Milwaukee and Waukesha County

## COMMUNITY ENGAGEMENT

### CORE IMPLEMENTATION INITIATIVE COMMITTEE MEMBERS

Ricardo Diaz, Co-Chair, United Community Center  
Tom Brophy, Co-Chair, Community Partner  
Eric Gass, Agape Community Center  
Monique Graham, Froedtert Hospital  
Brenda Gray, Milwaukee Area Health Education Center  
Geneva Johnson, MCW Cancer Center  
Gavin Luter, Wisconsin Campus Compact



Gery Lyday, Milwaukee County  
Tony Shields, United Neighborhood Centers of Milwaukee  
Tim Size, Rural Wisconsin Health Co-Op  
Joy Tapper, Milwaukee Health Care Partnership  
Ivor Benjamin, MCW Cardiovascular Center  
Terry Brandenburg, MCW Institute for Health and Equity  
Diane Braza, MCW Physical Medicine and Rehabilitation  
John Meurer, Institute for Health and Equity  
Jeff Kelly, MCW Center for AIDS Intervention Research  
Jeff Morzinski, MCW Center for Healthy Communities and Research  
Melinda Stolley, MCW Cancer Center  
Alonzo Walker, MCW Department of Surgery  
Special Contributors on Various Other Projects  
Leslie Ruffalo, MCW Department of Family and Community Medicine  
Al Castro, United Community Centers  
Alison DeVan, MCW Cardiovascular Center  
Bridget Clementi, Children's Hospital of Wisconsin  
Nathan Berken, MCW Government Relations  
Dawn Bragg, MCW Student Affairs

Christina Ellis, AHW  
Hilary Chavez, MCW Student Affairs (retired)  
Marlene Melzer-Lange, MCW Pediatrics  
Rachel Ferrel, MCW Government and Community Relations  
Allen Last, MCW Department of Family and Community Medicine  
Alicia Witten, MCW Academic Outreach  
Tiffany Frazer, MCW Global Health  
Lisa Henk, MCW Office of Research  
Kayla Pierce, MCW Communications  
Pam Jung, MCW Communications  
Ann Matthias, MCW Cancer Center  
Greg Kaupla, MCW Academic Affairs  
Jason Crowley, MCW Academic Affairs  
Sheikh Iqbal Ahamed, Marquette University  
Memory Bacon, Clinical and Translation Science Institute  
Niki Espy, Neighborhood House of Milwaukee  
Jean Davis-Mallet, MCW Student Affairs  
Ashley Hines, MCW Diversity & Inclusion



**OFFICE OF THE SENIOR ASSOCIATE DEAN FOR COMMUNITY ENGAGEMENT**

**MEDICAL COLLEGE OF WISCONSIN** – 8701 Watertown Plank Road

P.O. Box 26509, Milwaukee, Wisconsin 53226-0509

**Contact:** Sharon Neu Young

**Phone:** 414-955-4439 **Email:** [CommunityEngagement@mcw.edu](mailto:CommunityEngagement@mcw.edu)

*Find Office of Community Engagement on the web at <http://www.mcw.edu/Community-Engagement.htm>*



MCW\_Engage



MCW Community Engagement