Narrowing Equity Gaps Through a Holistic Coordinated Care Network

Partner Profile | Milwaukee Area Technical College

EAB

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1. MATC and Moon Shot for Equity

2. Developing a Holistic Coordinated Care Network (HCCN) with Navigate360

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MATC and Moon Shot for Equity

Milwaukee Area Technical College (MATC)

Background

Urban Minority Majority Two-Year Comprehensive Technical College in Milwaukee, WI

Five Locations

Moon Shot for Equity partner since June 2020

Home of Milwaukee Public Broadcasting System

Generated $1.4 billion economic activity 2021-2022

Student Population

30,795 Total Students Spring, Summer, Fall 2023

Milwaukee Public Schools – largest single feeder school district

- 12,211 Students in Credit-Bearing Courses (Fall 2023)

- 32% Pell Grant Recipients

- 92% Part-Time Students (fewer than 24 credits/year)

- 56% Students of Color

Adding Promising Practices to Coordinated Care

Strategic Goals Set in 2020

- Increase combined **graduation and transfer rate** from 31% to 44%

- Eliminate the **program completion gap** between students of color and white students from 7.5% to 0%

- Create a more **inclusive and supportive environment**

- Remove **systemic barriers** across Southeast Wisconsin Region, with MATC being the only two-year institution in Moon Shot

- Accelerate **Navigate360 implementation** (started June 2021)

Standards that represent how MATC aims to interact with everyone on campus and in their community

▶ Welcoming

▶ Engaged and Empowered

▶ Compassionate

▶ Accountable

▶ Resourceful

▶ Exceed Expectations

Building Capacity for Sustained Equity-Minded Change

Moon Shot for Equity

A **transformational partnership** to improve student outcomes and eliminate equity gaps across race, gender, financial status, and other demographic categories.

National Community of Practice

Facilitating learning and building accountability with equity-minded peers

24 Institutions in the Moon Shot for Equity Partnership

Milwaukee Kenosha Ecosystem (MKE)

Moon Shot regions regularly meet to share insights, challenges, and progress toward goals.

- Carthage College
- Gateway Technical College
- Milwaukee Area Technical College
- University of Wisconsin – Milwaukee
- University of Wisconsin – Parkside

Identifying and Carrying Out Improvements to Culture and Processes

15 Moon Shot for Equity Best Practices

- Academic Policy and Practice
- Access and Enrollment
- Student Support and Belongingness
- Leadership

As Best Practices Are Implemented, a Broader Transformation Ripples Out:

▶ Tangible changes to policies and procedures

▶ Opportunities to improve organizational culture that are barriers to change

▶ Application of equity-minded inquiry to data

▶ New norms and structures to work outside of traditional silos

▶ Fast-cycle learning through Moon Shot community of practice

"To build equity-minded practitioners, you need structured opportunities to remake practice." - Tia Brown-McNair

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Developing a Holistic Coordinated Care Network (HCCN) with Navigate360

Coordinated Care Network

A **collaborative model** where Care Units work in tandem to support students holistically.

This creates an opportunity to expand and streamline technology adoption across the entire student support network.

Aligning the Moon Shot for Equity Initiative with Other Student Success Efforts

Practices to Guide Our Work:

Moon Shot Best Practice

Student Support and Belongingness

Create a Coordinated Care Network across multiple offices to easily coordinate and collaborate on appropriate next steps for students.

Achieving the Dream Practice

Holistic Student Supports

Design student-centered operations to address academic and personal needs.

Core Components:

Student-centered

Student-informed

Staff-informed

Wraparound care

Does your institution have a Coordinated Care Network?

Yes

0%

No

0%

Not yet; we're actively working on it!

0%

Implementing a Moon Shot for Equity Best Practice

Responsibilities

- Align district-wide student services that support student personal and academic success
- Advance equity, operationalize WE CARE Standards, and institutionalize collaboration for student success
- Ensure effective implementation of Navigate360 and other tools to support coordinated care

Network of Care Units and Care Partners

- 24 Care Units: Navigate360 users
- 13 Care Partners: Not Navigate360 users, but have access to the data
- Expectations established for each Care Unit

List of Care Unit Partners and Care Unit Expectations handouts available in the conference app!

HCCN Leadership

- Seven leaders across Enrollment, Retention, and Learn Pillars
- Manage decisions about coordinated care and utilizing Navigate360
- Communicate important information to and from their respective units

Source: Milwaukee Area Technical College; EAB interviews and analysis.

Student Care Referral System

Centralized Approach to Address Multiple Student Needs

Early Alerts

Process using SIS technology before Navigate360

❌ Limited Users

Retention Coaches were primary users, which created a bottleneck of support due to limited capacity.

❌ Inaccessible Data

IR Team provided the data (e.g., number of alerts), and it was difficult to measure impact of interventions.

❌ Poor Buy-In

Faculty weren't bought in, limiting the use and effectiveness of alerts.

Referrals

Process with Navigate360 (June 2021)

☑ Enhanced Visibility

Staff and faculty, not only Retention Coaches, participate, and multiple Care Units can see referrals.

☑ Navigate360 Data

Data can be pulled from the platform to understand utilization and assess intervention effectiveness.

☑ Greater Value

Referrals can occur at any time in a student's experience and are a more accurate representation of *why* than an alert, which focuses on the negative.

Source: Milwaukee Area Technical College; EAB interviews and analysis.

Does your institution have a formal case management process for referrals?

Yes

0%

No

0%

Not yet; we're actively working on it!

0%

Student-Centered Holistic and Coordinated Care

Navigate360 Features Used in Student Care Referral Workflows

Is the student in crisis?

No → Refer the student to a Care Unit or a Care Partner →

Yes → Follow Crisis Protocol

Care Units follow the Referral Case Management Process Flow

Navigate360 Features Used:

- Issue Referrals: List of referral reasons provide staff with guidance

- Manage Cases: Assignment, ownership, and comments

- Case Outcomes: Closure reasons

- Report on Appointment: Documented student interactions

- To-Dos: Follow-up actions

- Texts and Emails: Communications

Evolution of a Referral Reason

Care Unit Influences

Year 1 → **Year 2** → **Year 3**

Year 1

Faculty and Staff Observations of the Student Experience

- Coaches as the only Care Unit
- Low attendance
- Poor grades

Year 2

A Move to Care Unit-Specific Case Management

- Students with multiple challenges, such as low attendance and poor test scores, created multiple cases
- With large number of Care Units, each office addresses multiple student needs
- Care Unit-specific and process-informed coordination

Year 3

Clarity and Guidance for Users

- Adjusted referral reason wording for clarity
- Referrals with No Case are for sending information
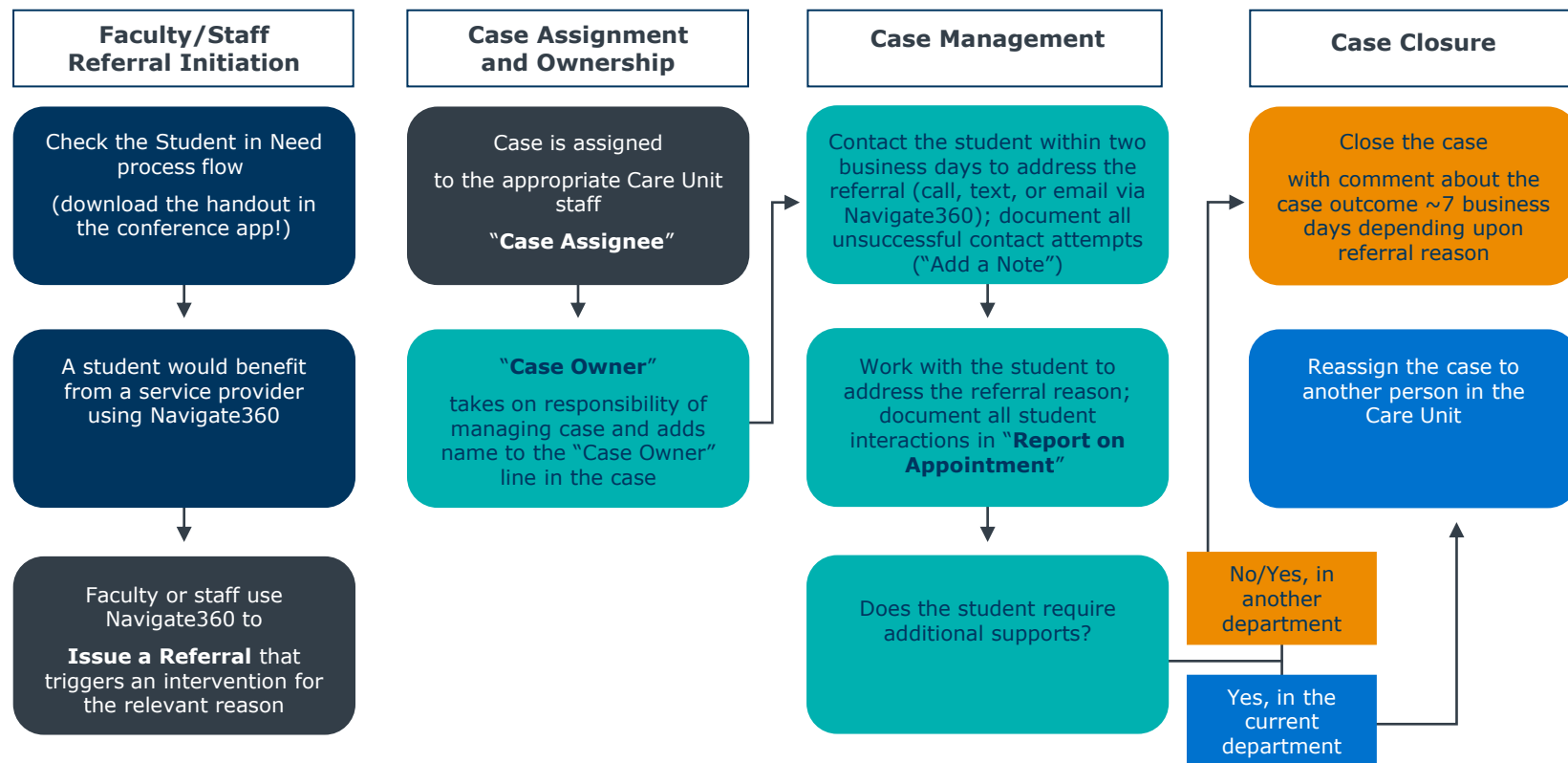- Key words in bold for easier identification

Spring 2024: Pending referral reason additions

- Student Health Services
- International Student Needs

Continuous improvement and collaboration

Source: Milwaukee Area Technical College; EAB interviews and analysis.

Referral Case Management Process Workflow

Faculty/Staff Referral Initiation	Case Assignment and Ownership	Case Management	Case Closure

Faculty/Staff Referral Initiation

Check the Student in Need process flow

(download the handout in the conference app!)

↓

A student would benefit from a service provider using Navigate360

↓

Faculty or staff use Navigate360 to

Issue a Referral that triggers an intervention for the relevant reason

Case Assignment and Ownership

Case is assigned

to the appropriate Care Unit staff

"**Case Assignee**"

↓

"**Case Owner**"

takes on responsibility of managing case and adds name to the "Case Owner" line in the case

Case Management

Contact the student within two business days to address the referral (call, text, or email via Navigate360); document all unsuccessful contact attempts ("Add a Note")

↓

Work with the student to address the referral reason; document all student interactions in "**Report on Appointment**"

↓

Does the student require additional supports?

Case Closure

Close the case

with comment about the case outcome ~7 business days depending upon referral reason

Reassign the case to another person in the Care Unit

No/Yes, in another department

Yes, in the current department

Source: Milwaukee Area Technical College; EAB interviews and analysis.

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Training and Other Operational Decisions

Providing Opportunities to Expand Platform Knowledge and Understanding

Live In-Person and Live Virtual

Trainers

- Two Application Administrators: Serve as part-time Navigate360 App Admins, part-time Academic Advisor or Retention Coach

- Super-users who train others

Tailored to the User Group

- Content designed specifically for the group, such as faculty

Supplementary Resources

Navigate360 Feature List/Chart shows the available training resources and where they can be found

- EAB Navigate360 Resources webpage on internal campus portal

- Tutorial videos

- How-to guides

Lessons Learned

Collaborate with Others
Work with cross-functional teams across the student experience with room for different groups, including frontline staff.

Identify Improvements
This is an iterative process; take advantage of the information and review all entries and data at hand.

Build In Consistency
Care Unit Navigate360 adoption is a blend of customization and institutional standards that need to include campaign naming, list naming, and data reporting guidelines.

Engage Students
Always stay student-centered, and consider ways to use Navigate360 WITH students, not just on their behalf.

Better Track Appointment Reasons
Understand if an appointment was due to a referral.

Better Track Follow-Up
Ensure cases are being closed, and understand the reasons.

Define and Document Navigate360 Responsibilities
Outline Care Unit responsibilities and document reporting expectations and processes.

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Outcomes Analysis

> "Early results show that our students who use Moon Shot tools are more likely to stay on the path to graduation — and that we are moving toward our 2030 goal of eliminating these gaps entirely. We are encouraged and excited by the fruits of this important work.
>
> *- Vicki J. Martin, Ph.D. (President, MATC)*

3.9%
Increase in FTEs from Fall 2023 to Fall 2024, bringing in $858,400

9%
Increase in graduation rate from 15% to 24%[2]

6%
Increase in transfer rate from 12 to 18%[2]

0.22
Increase in student satisfaction campus climate survey responses from 2020 to 2022

8%
Increase in degree completion for Black students[2]

14%
Higher persistence rate for students who engaged with advising services than students who did not
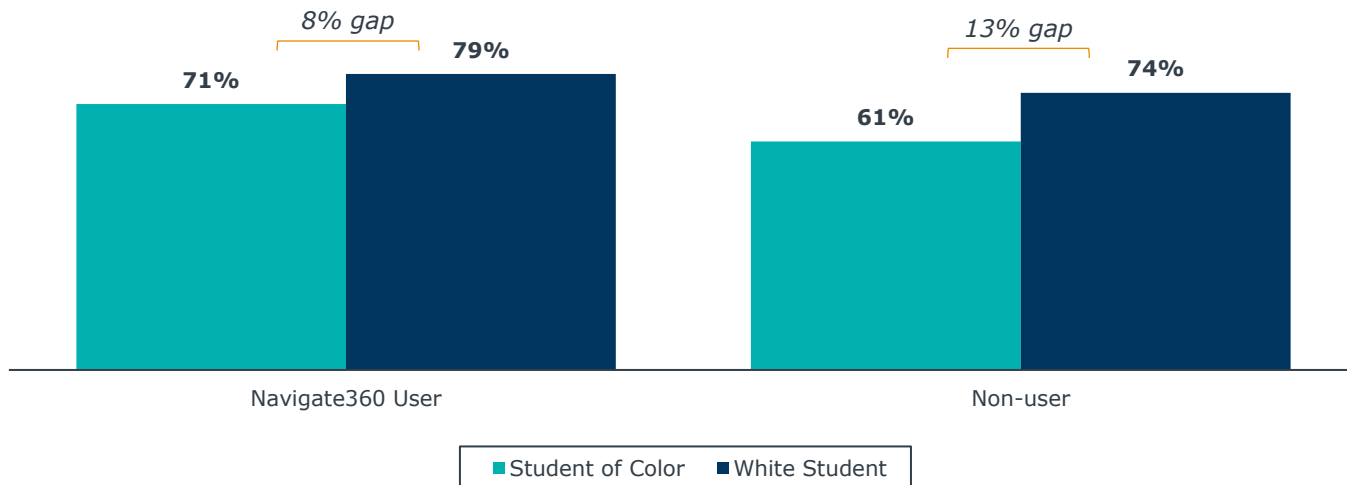
1) FTE = Full Time Enrollment Equivalent.
2) From Fall 2019 to Fall 2020 Cohorts.

Source: Milwaukee Area Technical College; EAB interviews and analysis.

11% Higher persistence rate for Navigate360 users compared to non-users in fall 2021

Comparison of Equity Gaps in Persistence Rates

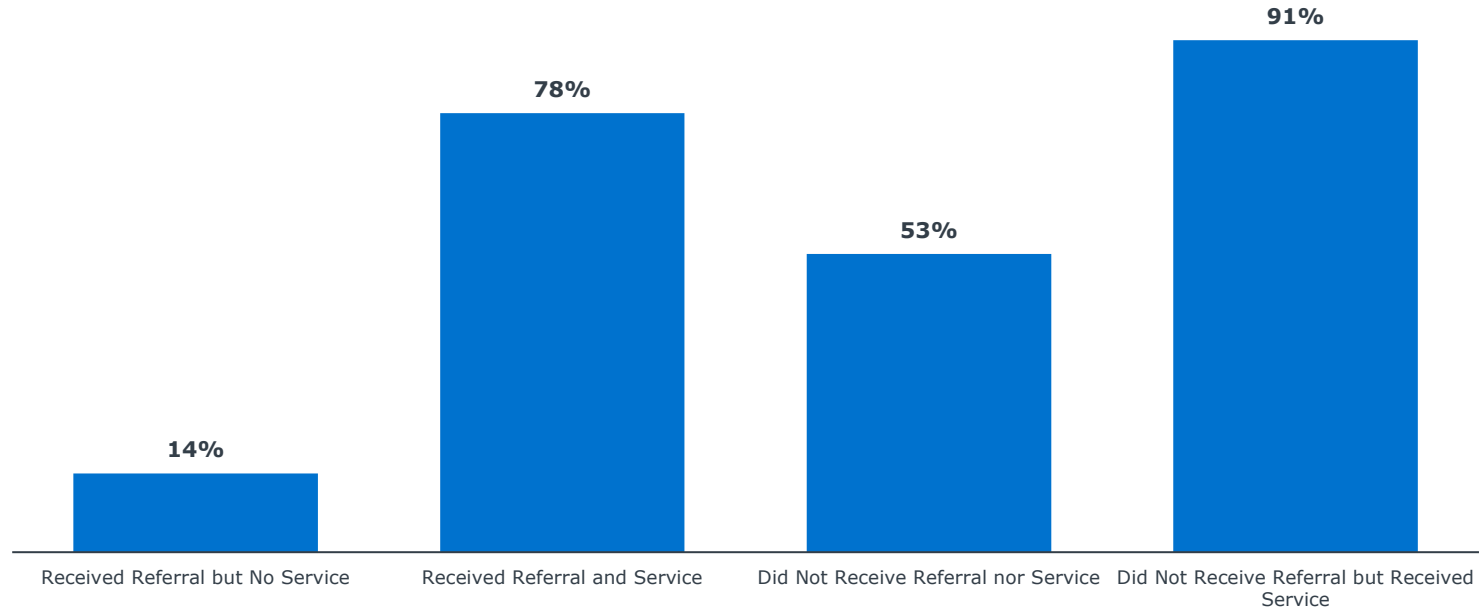- Student of Color
- White Student

Comparison of Persistence Rates Among Students Who Did and Did Not Receive Referrals

Fall 2022

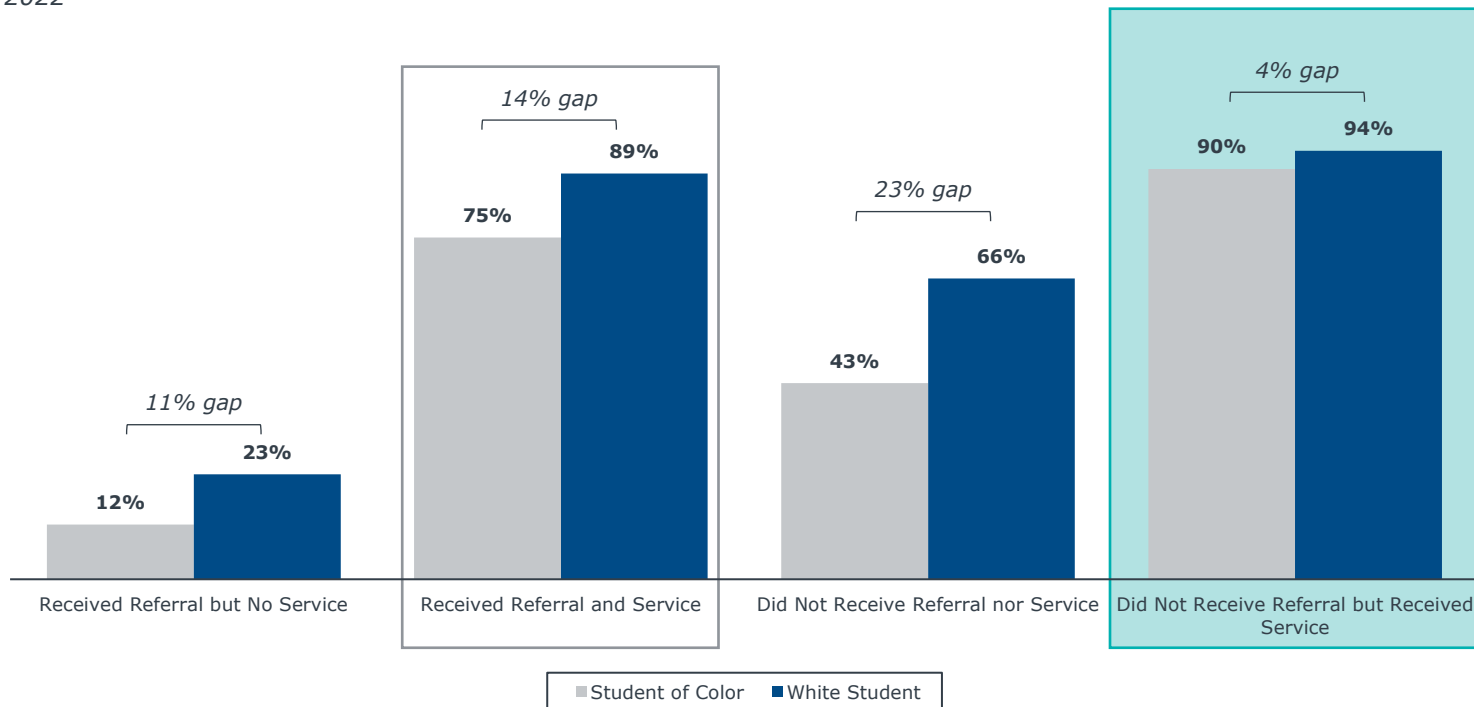|			
Received Referral but No Service	Received Referral and Service	Did Not Receive Referral nor Service	Did Not Receive Referral but Received Service
14%	78%	53%	91%

1) Students who received referrals are usually students who are struggling academically, with attendance issues, and/or personal challenges. As expected, they had lower persistence rates and retention rates than students who did not receive referrals.

Source: Milwaukee Area Technical College; EAB interviews and analysis.

Equity Gaps in Persistence Rates Among Students Who Did and Did Not Receive Referrals

Fall 2022

Legend: Student of Color (gray) | White Student (dark blue)

Received Referral but No Service — 11% gap — Student of Color: 12%, White Student: 23%

Received Referral and Service — 14% gap — Student of Color: 75%, White Student: 89%

Did Not Receive Referral nor Service — 23% gap — Student of Color: 43%, White Student: 66%

Did Not Receive Referral but Received Service — 4% gap — Student of Color: 90%, White Student: 94%

Data Gathering

- Understand use of referral reasons given expansion to more than one department; develop benchmarks to examine work in coming years
- Develop processes for **Report on Appointment** (ROA) to understand which ROA was due to a Referral

Data Analysis

- Analyze modalities of engagement for students with referrals to identify most effective modalities and the demand for services per location to allocate resources more efficiently and effectively
- Determine best use of **Navigate360 Intervention Effectiveness**

Opportunities for Growth & Challenges

- Engage faculty from all pathways as key stakeholders in design and collaborative decision-making
- Increase digital equity with student engagement **Navigate360 Student Platform**

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Q&A

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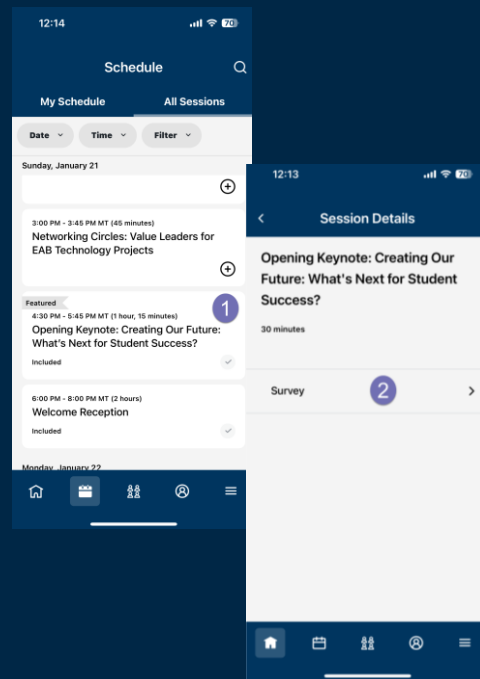Director, Moon Shot for Equity
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Complete Session Evaluations

Your feedback is important to us, please take a few moments to **tell us about your CONNECTED experience**.

Evaluations are available in the event app by clicking on a session and then clicking **Survey.**

Need help with the app?
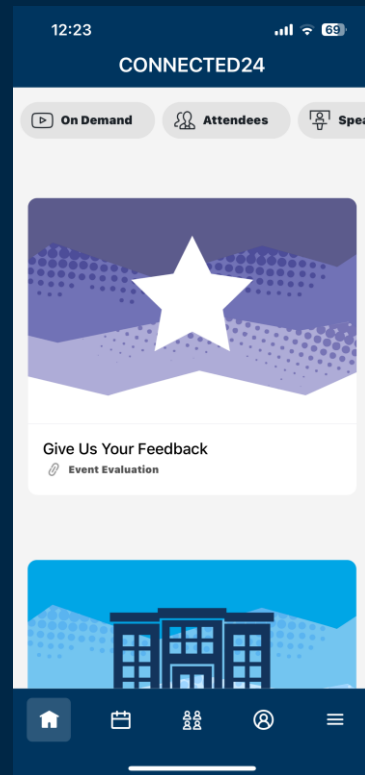
Stop by the **information desk!**

Complete the Event Feedback Survey

From the front page of the app, click the Give Us Your Feedback box.

Need help with the app?

Stop by the **information desk!**

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Thank you for joining us for

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Remember to complete the overall event feedback survey in the CONNECTED app.

Travel home safely and we'll see you next year!

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