



OUCP/CHECE | 2023-24 IN BRIEF

BRICK *BY* BRICK

BUILDING BRIDGES TO THE COMMUNITY

RUTGERS UNIVERSITY-NEWARK
OFFICE OF UNIVERSITY-COMMUNITY PARTNERSHIPS (OUCP)
CENTER FOR HEALTH EQUITY AND COMMUNITY ENGAGEMENT (CHECE)

**RUTGERS UNIVERSITY-NEWARK
OFFICE OF UNIVERSITY-COMMUNITY PARTNERSHIPS (OUCP)
CENTER FOR HEALTH EQUITY AND COMMUNITY ENGAGEMENT (CHECE)**



The Office of University-Community Partnerships (OUCP) serves as a nexus that connects Rutgers University-Newark students, faculty and staff to expand, create and promote reciprocal and mutually beneficial partnerships that support and align with the university's strategic engagement priorities.

The Center for Health Equity and Community Engagement (CHECE) builds upon proven effective community engagement strategies developed by Rutgers University-Newark's Office of University-Community Partnerships (OUCP) and the scholarship and knowledge-based services that are the hallmarks of the School of Public Affairs and Administration (SPAA). The center's mission is to support public, nonprofit, and private sector entities to effectively engage underrepresented urban constituencies in health research, scholarship, policy and decision-making, service delivery, community engagement, and assessment.





“Passion is the bridge that takes you from pain to change.”

Frida Kahlo

Bricks & Bridges: Foundations for Change

The Office of University-Community Partnerships/Center for Health Equity & Community Engagement's 2021-22 annual report, *Navigating the New Normal*, served as both an account of the activities undertaken in the aftermath of the COVID-19 pandemic and a call to action, providing the impetus to explore the ways in which our units would use our collective voices and talents to bolster meaningful and lasting impacts. Over the past two years, OUCP/CHECE has purposefully grappled with increasing its efficiency; leveraging resources, time, and space; and importantly, galvanizing relationships in Greater Newark and beyond that were built over more than two decades, while simultaneously supporting Rutgers University Newark's anchor mission. Brick by Brick, the department forged new pathways and strengthened human capital among our existing partners.



Tamara Fleming Photography

HIGHLIGHTS

✓ EXPANDED UPON AND SHARED FINDINGS FROM OUR DIGITAL LITERACY TRAINING PROGRAM FOR COMMUNITY DWELLING OLDER ADULTS DESIGNED TO INCREASE DIGITAL FLUENCY AND IMPROVE THEIR CAPACITY TO NAVIGATE THE VASTLY CHANGING WAYS WE INTERACT IN A POST COVID CRISIS COMMUNITY.

- ▼ In May 2024 we published "Senior Connect: A Community-Engaged Approach to Promoting Digital Literacy Among Older Adults" culminating a one-year research and demonstration pilot, in partnership with the New Jersey State Policy Lab.
- ▼ In January 2024, OUCP/CHECE began testing lessons learned in the pilot utilizing funding from the \$2.8 million Connecting Minority Communities grant program to increase digital equity in the city of Newark and on campus. The program will be administered to senior citizens at community centers in all five wards. Participants will receive Fire 10 tablets, hot spots as needed, intergenerational training, peer leader training for supportive services, and instruction on the safe use of web-based services.

✓ INVESTED IN OUR PARTNERS.

- ▼ OUCP/CHECE partnered with the NJACTS Community Scientist Program (CSP) to provide training for community members interested in getting involved and learning how human subject research can be conducted effectively and safely in the community. The CSP utilizes CIRTification, a free, web-based human research protections training program that was developed by Dr. Emily Anderson (Center for Clinical and Translational Science, University of Illinois) and tailored specifically to the needs and roles of community research partners. It augments the web-based training by hosting 6 virtual Community Conversations that cover the learned materials in practice, matches participants with researchers and/or projects, and provides completers with a digital badge.



Senior Connect



CIRTification

Cite
Submit
Share it!

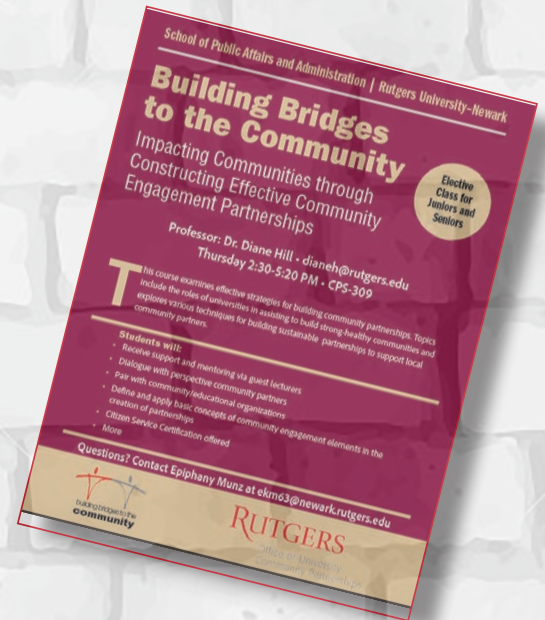
HIGHLIGHTS (cont'd)

To date we have completed three CIRTification cohorts: one jointly with NJ ACTS, one all Newark partners recruited by OUCP, and one with administrators and managers from the Newark Department of Health and Community Wellness (NDHCW) as part of the Advancing Health Literacy Leadership and Professional Development Training Program. The program marked the culmination of a \$3.9 million federal grant co-administered with NDHCW, the School of Public Affairs and Administration, and the Department of Family Medicine and Community Health at Robert Wood Johnson Medical School at Rutgers-New Brunswick.

- ▼ Three community partners, Programs for Parents, Madison's Place, and Partnership West Inc. Business Improvement District received student interns engaged through the OUCP Community Engagement Scholars program. Ten student interns were placed and monitored by OUCP during the 2023–24 Academic Year. An additional 3 students were placed at OUCP and provided administrative support for projects.

ENHANCED COMMITMENT TO ADVANCING SCHOLARSHIP AND SKILL DEVELOPMENT.

- ▼ The Spring 2024 undergraduate course, *Building Bridges to the Community*, gave students the opportunity to explore effective strategies for building sustainable, impactful partnerships with community-based organizations. Students explored community engagement concepts and practices, were introduced to the TICEM framework, and were given an opportunity to pursue the citizen service certificate, "Leadership and No-Blame Problem Solving". At the conclusion of the course students presented the results of their group projects to a community audience. The projects included: "Enhancing Community engagement Efforts: Proposal for a Spanish Committee at the New Jersey Coalition Against Human Trafficking", "Food Insecurity for Children in Newark", Poor Quality



Building Bridges to the Community Course



Affordable Housing Units,” and “Programs for Parents: Community Needs Assessment”

- ▼ Partnered with the Citizens Trust for community engaged seminars: Training Citizen Leaders at MSI (Minority Serving Institutions): Building Power Beyond the Ballot on August 17, 2023 (in collaboration with Rutgers Graduate School of Education) and Reigniting America’s Culture of Service at NJPAC on October 25, 2023.
- ▼ As part of the P3Collaboratory Success Made for All: Revitalizing Teaching (SMARTeaching) series, OUCP/CHECE conducted a webinar, “Publicly Engaged Scholarship: Building Bridges to the Community” on February 5, 2024. OUCP/CHECE discussed the fundamentals of creating sustainable community partnerships and introduced the Transdisciplinary Intergenerational Community Engagement Model to approximately 2 dozen faculty, students, and staff.



NURTURED INTENSIVE INTERDEPARTMENTAL AND FACULTY COLLABORATIONS.

DEPARTMENTS

- ▼ The National Institutes of Health (NIH) awarded the Rutgers Institute for Translational Medicine and Science \$39,673,786 over seven years to build and improve upon infrastructure that promotes clinical and translational science through the New Jersey Alliance for Clinical and Translational Science (NJ ACTS). OUCP/CHECE’s community engagement partnership with NJACTS is a key component of the continuing work.

FACULTY

- ▼ OUCP/CHECE partnered with Center for Tobacco Studies faculty Kymberle Sterling and Keven Schroth to form the Intergenerational Fight Against Menthol (IFAM) Project, poised to develop effective strategies to educate and eradicate the use of menthol and flavored cigar products targeted at the Black community. OUCP identified community partners to support two grant applications (one

HIGHLIGHTS (cont'd)

- funded) and engage partners in an advisory capacity to develop outreach and advocacy for the project.
- ▼ Collaborated with Dr. Hari Iyer, Rutgers Cancer Institute of New Jersey, to forge pathways for introducing his prostate research to the Greater Newark Community. In observance of National Minority Health Month, OUCP/CHECE, Dr. Iyer, the Advocates for Healthy Living Initiative (AHLI) and ScreenNJ, hosted a virtual event titled “Taking Charge: Information for Action” on Wednesday, April 10, 2024. The program spotlighted prostate cancer research and screening, provided insights into the clinical characteristics of prostate cancer, discussed racial disparities, outlined risk factors, and shared screening protocols and recommendations. ScreenNJ provided practical tips for connecting with services and a guide posted on the AHLI web page.
 - ▼ OUCP/CHECE spearheaded a partnership with Dr. Dan Treglia to pursue funding for medical triage line and universal screener project submitted to the NIH Bridge to Care Initiative. OUCP onboarded community partners representing the Greater Newark Health Care Coalition and University Hospital to support the initiative.

FORGED STATE AND LOCAL GOVERNMENT PARTNERSHIPS

- ▼ Working with the Office of Faith Based Initiatives, Dr. Diane Hill spearheaded informational sessions with the Children’s Defense Fund to expand Freedom Schools statewide. This work builds upon Dr. Hill’s advocacy work (via the Governor’s Task Force) that culminated in a \$1 Million allocation of funding for the state’s five existing Freedom Schools, including the NewArk Freedom school, begun by OUCP in partnership



with the Graduate School Newark and Newark Fairmount Promise Neighborhood in 2014. The Freedom School continues under the administration of the Cornwall Center.

- ▼ The NIH-funded Advancing Health Literacy Grant forged a stronger relationship with the Newark Department of Health and Community Wellness and its various subdepartments. By investing in the departments administrative team and leaders we have forged a much deeper relationship and are poised to support future ventures aimed at creating a more health equitable environment for residents.

CELEBRATED OUR COMMUNITY AND REPORTED BACK TO THEM ON THE FINDINGS FROM RESEARCH AND PROJECTS BUILT ON THEIR INPUT.

- ▼ The 2023 Annual Meeting, Partnering with a Purpose was held in December 2023 and featured data on the Senior Connect Digital Education Project, Citizen Science Newark Cohort graduates, and highlights from other OUCP projects and programs.
- ▼ The Building Bridges to the Community Engagement Luncheon was held in June 2024, in recognition of achievements of the Advocates for Healthy Living Initiative, Senior Connect Digital Education Project, Newark Department of Health and Community Wellness Advancing Health Literacy Initiative and other longstanding community partners.



While continuing to build, we are careful not to jettison signature programs and long-standing bridges. In 2023–24 OUCP/CHECE continued partnerships and programs such as:

- ▼ Programs for Parents (parent development and training)
- ▼ Boys to Leaders Foundation (Youth Empowerment Leadership Conference)
- ▼ Women in Media Newark (cultural programs)
- ▼ Rutgers African American Alumni Alliance (recognitions and scholarship activities)
- ▼ 13th Avenue School

And many others . .

Simultaneously we continued to act as neutral convenor or as a resource for scores of community-based organizations, university personnel, and government entities. OUCP/CHECE intensified relationships with some of our most venerable partners, while expanding our reach to several new individuals and entities, cultivating new partnerships, and opening the door to new horizons.

Collectively, we logged more than 30 exploratory meetings, many of which generated additional commitments and planning sessions. We co-ventured on 11 proposals for research funding with university faculty and staff.

OUCP/CHECE **IMPACT**

PROGRAMS AND PROJECTS

NEW JERSEY BLACK LEGISLATIVE CAUCUS FOUNDATION INTERSHIP PROGRAM

OUCP facilitated the New Jersey Black Legislative Caucus Foundation internship placements for Summer 2023. Internships include a six-week apprenticeship in the office of a New Jersey legislator, training with topics that include leadership and problem-solving, and a chaperoned visit to the NJ State House, as well as a Leadership Academy networking luncheon.

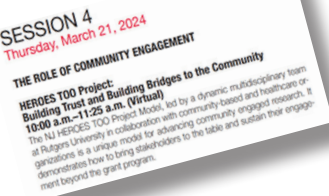


SENIOR CONNECT—NEW JERSEY STATE POLICY LAB REPORT

The Senior Connect Digital Literacy program is a tested curriculum and supportive services model built on bi-lateral community engagement, specifically with older adults and professionals that serve them. Senior Connect provides older adults with 1) digital devices adapted to meet the special needs of older adults, 2) support with securing broadband network connections, 3) a four-part digital literacy training curriculum, 4) specially trained college students and peer leaders to deliver the curriculum and provide supportive services to increase digital fluency, 5) ongoing device and other supportive services, and 6) ongoing programs targeted to the specific needs of older adults that allow them to enhance and hone digital fluency skills and improve confidence, comfort and safety with internet engagement.



Funded by a grant from the New Jersey State Policy Lab, “Senior Connect: A Community-Engaged Approach to Promote Digital Equity for Older Adults” explores the use of a community-engaged model to improve inclusivity and motivate seniors to incorporate digital technology in their daily lives. Preliminary data support the efficacy of both the community-engaged planning model and the resulting intervention. Our research and project experience demonstrate that older adults require special attention



to address their needs. Our findings speak to the practical and moral imperative to improve resource allocation to older populations. As our society moves to greater use of technology for assorted purposes (accessing government services, scheduling medical appointments, managing health care portals, etc.), this report offers policy recommendations to guide the planning and implementation of programs that explicitly address older adults’ technological needs.

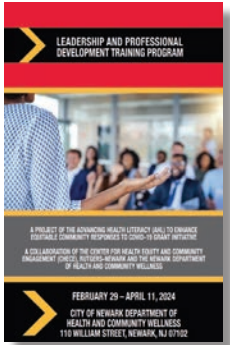
ADVANCING HEALTH LITERACY LEADERSHIP AND PROFESSIONAL DEVELOPMENT TRAINING PROGRAM & CIRTIFICATION

Culminating its work with the U.S. Department of Health and Human Services, Office of Minority Health (OMH) funded “Advancing Health Literacy (AHL) to Enhance Equitable Community Responses to Covid-19” grant OUCP/CHECE coordinated a 6-session leadership training series with key leaders at the Newark Department of Health & Community Wellness (NDH&CW). As part of the series OUCP/CHECE led a workshop on community engagement and coordinated a Cirtification training series for NDH&CW staffers.

SESSION 4 (Excerpt)

**March 21, 2024 (Virtual)—THE ROLE OF COMMUNITY ENGAGEMENT
HEROES TOO Project: Building Trust and Building Bridges to the Community**

The NJ HEROES TOO Project Model, led by a dynamic multidisciplinary team at Rutgers University in collaboration with community-based and healthcare organizations is a unique model for advancing community engaged research. It demonstrates how to bring stakeholders to the table and sustain their engagement beyond the grant program.



P3 COLLABORATORY WORKSHOP

Dr. Diane Hill and Donita Devance led a workshop for RU-N faculty, staff and students interested in publicly engaged scholarship and methods to connect with a community of scholars. Hill and Devance explored pathways to meaningful collaboration with communities through an overview of the Transdisciplinary Intergenerational Community Engagement Model (TICEM) for community engagement and discussed its application for university personnel. Based on years of research, observation, and feedback, the model provides tools and tips to build trust and effective bilateral communication between researchers and communities that result in sustainable relationships and mutually beneficial outcomes. TICEM emphasizes ways in which to engage all collaborators respectfully so that solution building is more inclusive and accepted. The session was designed to benefit anyone interested in cultivating sustainable, effective university-community research collaborations and partnerships.

CIRTIFICATION

The CIRTification program provides research ethics training alternative for individuals in community organizations, with limited understanding of conducting human research and protecting potential research participants. This option provides training that focuses on establishing the skills in community partners to conduct human subject research effectively and safely in their communities. The training is offered through a partnership with the NJ ACTS Citizen Scientist program. OUCP coordinates community partners in Greater Newark. Once completed these partners may be connected to Rutgers research and advisory boards projects, community boards, and other opportunities. In FY 23-24 OUCP coordinated a fall community scientist cohort and the training was provided to participants from the Newark Department of Health & Community Wellness Advancing Health Literacy Leadership Training cohort.

OUCP/CHECE **IMPACT** (cont'd)

SCHOLARSHIP

Hill, D., Devance, D., and Munz, E. Senior Connect: A Community-Engaged Approach to Promote Digital Equity for Older Adults. 2024. New Jersey State Policy Lab. New Brunswick, NJ: Rutgers University. Retrieved from <https://policylab.rutgers.edu/projects/>

(Blog) Validating the Impact of a Community-Engaged Approach on Persistence with Digital Technology Among Older Adults (NJ State Policy Lab: July 23, 2023) <https://policylab.rutgers.edu/validating-the-impact-of-a-community-engaged-approach-on-persistence-with-digital-technology-among-older-adults/>

Pellerano, M.B., Hill, D., Jimenez, Gordon, M., Macenat, M., Ferrante, J.M., Rivera-Núñez, Z., Devance, D., Lima, D., Sullivan, B., Crabtree, B.F., Georgopoulos, P., Barrett, E.S., Reed, D.J., Pernell, C.T., Dawkins, M.R., Lynn, B., Dixon, F., Castañeda, M., Garcia, H., Blaser, M.J., Panettieri, Jr., R.A., Hudson, S.V. (2022) Connect: Cultivating academic/community partnerships to address our communities' complex needs during public health crises. *Progress in Community Health Partnerships: Research, Education, and Action* Fall 2023 • vol 17.3. (Journal Article)



Fall Newark CIRTIFication Cohort at OUCP/CHECE Annual Meeting.

PROFESSIONAL DEVELOPMENT, PUBLIC SERVICE, AND CIVIC ENGAGEMENT



Dr. Diane Hill

- SCHOOL OF PUBLIC AFFAIRS AND ADMINISTRATION, NATIONAL PUBLIC SERVICE RECOGNITION WEEK EXHIBIT (FUNDED BY A GRANT FROM THE RUTGERS UNIVERSITY-NEWARK CULTURAL PROGRAMMING COMMITTEE) IN RECOGNITION OF THE CONTRIBUTIONS OF PUBLIC SERVICE PROFESSIONALS IN NEW JERSEY), MAY 2024
- PARKER HEALTH GROUP BOARD OF TRUSTEES, 2024—PRESENT
- SHEILA Y. OLIVER CIVIC ASSOCIATION BOARD, 2023—PRESENT
- NEW JERSEY WEALTH DISPARITY TASK FORCE, 2022—PRESENT
- NEW JERSEY KIDS INITIATIVE COMMUNITY ADVISORY BOARD-COMMUNICATIONS & MARKETING WORKING GROUP 2020-PRESENT [RUTGERS UNIVERSITY-WIDE]
- COMMUNITY ENGAGED SCHOLARSHIP PLANNING COMMITTEE, 2022-PRESENT
- GOVERNOR MURPHY'S THIRD SECTOR ADVISORY COUNCIL, STATE OF NEW JERSEY APPOINTMENT, 2021
- UNIVERSITY HOSPITAL NEWARK - CHAIRPERSON, COMMUNITY OVERSIGHT BOARD (LEGISLATIVE APPOINTMENT), 2019-PRESENT
- NEW JERSEY MARTIN LUTHER KING JR. COMMEMORATIVE COMMISSION, COMMISSIONER APPOINTMENT, 2019-PRESENT
- CITY OF NEWARK COMMISSION ON THE STATUS OF WOMEN, COMMISSIONER APPOINTMENT, 2019-2021
- RUTGERS UNIVERSITY—NEWARK WOMEN'S HISTORY MONTH COMMITTEE, 2018-PRESENT



AHLI Board Members attend Clinical and Translational Science Conference in Las Vegas



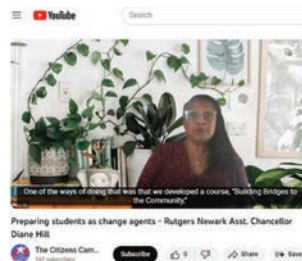
Dedication of Sheila Y. Oliver Center for Race and Politics in America at Rutgers University-Newark

OUCP/CHECE **IMPACT** (cont'd)

- NEWARK BOARD OF EDUCATION CLARITY 2020
- STRATEGIC PLANNING CO-CONVENER FOR PARENTS ROUNDTABLE, APPOINTMENT, 2019-2021
- NEWARK ROTARY CLUB MEMBER, 2019-PRESENT
- PROGRAM FOR PARENTS BOARD OF DIRECTORS, 2019-PRESENT
- BOYS TO LEADERS FOUNDATION BOARD OF DIRECTOR, 2019-PRESENT
- NEWARK YMCA BOARD OF DIRECTORS, 2019-PRESENT
- ZONTA CLUB OF ESSEX COUNTY, 2017-PRESENT
- BLOOMFIELD, NEW JERSEY PLANNING BOARD MEMBER-APPOINTMENT, 2017-PRESENT
- UNIVERSITY HOSPITAL-COMMUNITY OVERSIGHT BOARD-LEGISLATIVE APPOINTMENT, 2014-PRESENT
- NEW JERSEY LEGISLATIVE BLACK CAUCUS FOUNDATION, VICE CHAIR, 2011-PRESENT
- OCCUPATIONAL THERAPY ADVISORY COUNCIL IN THE DEPARTMENT OF LAW AND PUBLIC SAFETY, DIVISION OF CONSUMER AFFAIRS (PUBLIC MEMBER), APPOINTED BY GOVERNOR, 2010-PRESENT
- I HAVE A DREAM FOUNDATION NEW JERSEY, BOARD MEMBER, 2009-2023
- RUTGERS AFRICAN AMERICAN ALLIANCE, EXECUTIVE BOARD, 2017-PRESENT
- WOMEN IN MEDIA-NEWARK (WIM-N), BOARD MEMBER, 2009-PRESENT

▼ **TRAINING CITIZEN LEADERS AT MSIS: BUILDING POWER BEYOND THE BALLOT PREPARING STUDENTS AS CHANGE AGENTS**

Rutgers Graduate School of Education—Thursday, August 17, 2023



▼ **PANELIST—REIGNITING AMERICA'S CULTURE OF SERVICE THE CITIZEN'S SERVICE**

Wednesday, October 25, 2023



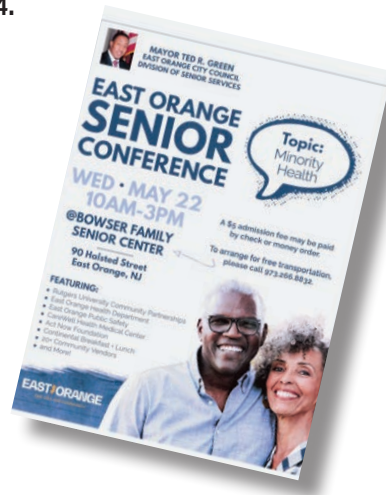
Left to Right: Pamela Scott-Johnson; Diane Hill; Harry Pozzycki; Samantha Castro, Civic Trust Youth Leader; Bart Oates

▼ **KEYNOTE SPEAKER—TOPIC: MINORITY HEALTH CONCERNS**

East Orange Division of Senior & Disability Service
22nd Annual Senior Citizen Conference. May 22, 2024.



Joan Reeves, Social Case Worker Supervisor, East Orange Division of Senior Services with Dr. Diane Hill

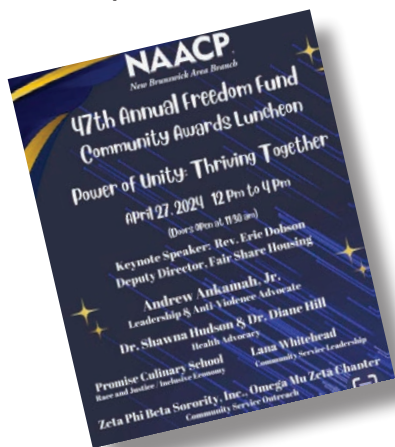


▼ **GUEST SPEAKER**

East Orange Senior Volunteer Corporation Women's History Month Celebration:
Women Who Advocate for Equity, Diversity, & Inclusion. Sunday, March 17, 2024.

▼ **HONOREE (with Shawna Hudson)**

NAACP New Brunswick Branch 47th Annual Freedom Fund Community Awards Luncheon.
Power of Unity: Thriving Together. April 27, 2024. Health Advocacy Award (for New Jersey HEROES TOO).



Dr. Diane Hill with Dr. Shawna Hudson

▼ **HONOREE (with Shawna Hudson)**

ASPAs 2024 Conference (Minneapolis, MN), *Training Future Community Leaders: A Project-Based Approach at Rutgers-Newark*. Michelle Curry, Civic Trust; Joanna Kenty, Citizen's Campaign; Epiphany Munz, Diane Hill, Rutgers University-Newark.



2024 ASPA ANNUAL CONFERENCE
MINNEAPOLIS, MINNESOTA | April 12-16, 2024

OUCP/CHECE **IMPACT** (cont'd)



YVETTE BEAUMONT

- RU-N STAFF COUNCIL
- OFFICE OF ORGANIZATIONAL LEADERSHIP ALUMNI COUNCIL
- CALVARY GOSPEL CHURCH DEACONESS BOARD
- OFFICE OF ORGANIZATIONAL LEADERSHIP ALUMNI COUNCIL



EPIPHANY MUNZ

- RUTGERS GLOBAL HEALTH INSTITUTE STUDENT COUNCIL



DONITA DEVANCE

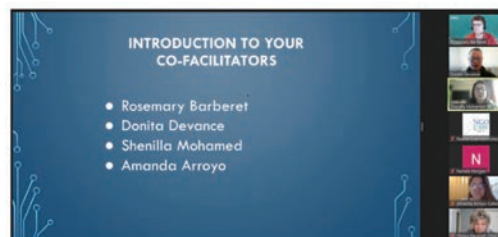
- ▼ **UNITED NATIONS LIAISON, SIGMA GAMMA RHO SORORITY, INC.**
- ▼ **UNITED NATION'S COMMISSION ON THE STATUS OF WOMEN 68TH SESSION (CSW68) PARALLEL EVENT**
- ▼ **RUTGERS AFRICAN AMERICAN ALLIANCE HALL OF FAME COMMITTEE, 2017-PRESENT**
- ▼ **RUTGERS CANCER INSTITUTE OF NEW JERSEY, RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY.**
- ▼ **"TELEHEALTH SHARED DECISION-MAKING COACHING AND NAVIGATION FOR LUNG CANCER SCREENING IN PRIMARY CARE (TELESCOPE)" COMMUNITY ADVISORY BOARD (CAB)**

▼ **EVENT CURATOR/FACILITATOR**

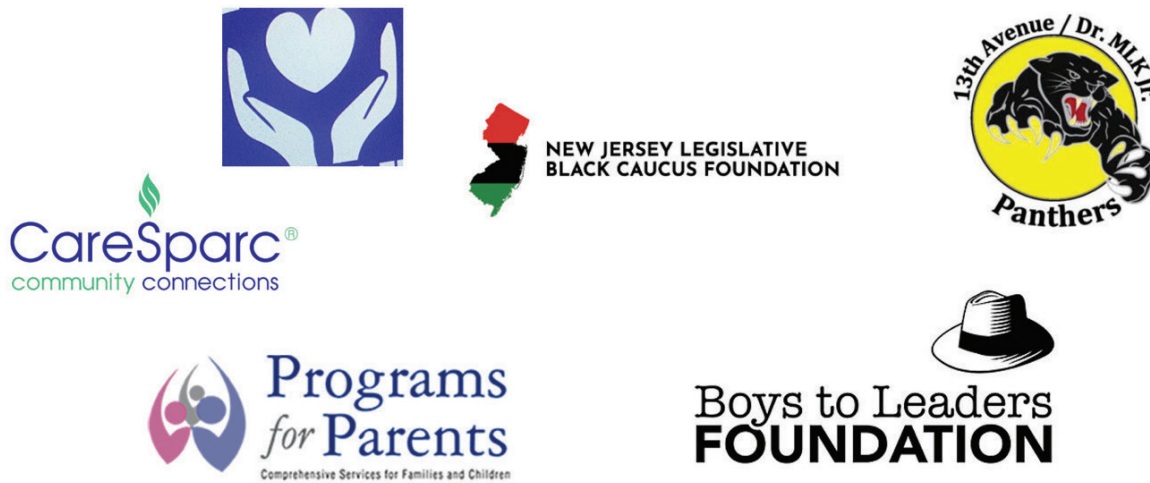
Empowered: Strategies to Promote Financial Literacy for Women & Youth Strategies to Encourage Financial Literacy Engagement with Women and Girls. Sigma Gamma Rho Sorority, Inc. A parallel event held in conjunction with the United Nations Commission on the Status of Women Sixty-Eighth Session (CSW68): Accelerating the achievement of gender equality and the empowerment of all women and girls by addressing poverty and strengthening institutions and financing with a gender perspective. March 2024.

▼ **CO-FACILITATOR**

Education & Poverty. An NGO Committee on the Status of Women, NY Conversation Circle. Commission on the Status of Women 68th Session (CSW68) with Rosemary Barberet, Shenilla Mohamed, and Amanda Arroyo, (Virtual International Forum), March 22, 2024.



Community Partnerships



Inter/Intra-Campus Collaborations



Transdisciplinary Intergenerational Community Engagement Model (TICEM)

Brick by Brick

Community
Representation

Sustainability

Transformative
Change

Build Trust

Intergenerational

Alignment

Leverage Resources

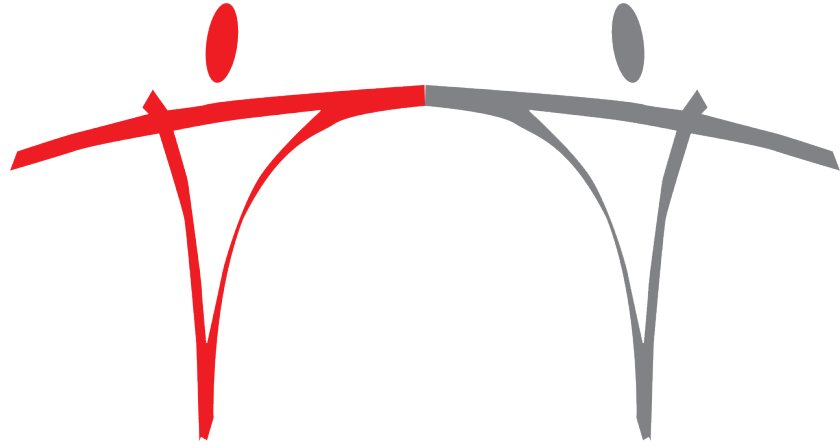
Mutual Respect

Neutral Convenors

Reciprocity

Integrated Expertise





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BUILDING BRIDGES TO THE COMMUNITY

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Center for Health Equity and
Community Engagement

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