<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>2022 - 2023 Outreach and Engagement in Review</td>
</tr>
<tr>
<td>10</td>
<td>2022 - 2023 Showcase of Award-Winning Engaged Scholarship</td>
</tr>
<tr>
<td>25</td>
<td>Calendar Year 2023 Faculty and Staff Outreach and Engagement By the Numbers</td>
</tr>
</tbody>
</table>
December 2023

Dear Texas Tech Community,

As we celebrate Texas Tech University’s Centennial Year, we note with pride our strong influence on the surrounding communities, region, state, and nation. Texas Tech University, a Carnegie Engaged institution, has continued its tradition and dedication to outreach and engagement in West Texas and beyond. Our faculty, staff, and students are committing time and resources to advance the University’s Strategic Priority, challenging themselves to “Transform lives and communities through strategic outreach and engaged scholarship” (2025 Strategic Plan, A Foundation for the Next Century).

As we begin our second century, this edition of “Reach Out, Engage, Transform” is designed to showcase and honor exemplary, award-winning outreach and engagement work of our faculty, staff, and students during Academic Years 2022 and 2023, and the community and university impacts resulting from their work. By reaching out and engaging with external communities, Red Raiders are addressing educational issues, providing legal and medical services, protecting and developing our natural resources, improving agricultural and energy production, as well as responding to other community needs locally, regionally, nationally, and internationally.

We encourage you to look over the results of TTU’s Calendar Year 2022 Annual Assessment of faculty and staff outreach and engagement activities (the “Raiders Engaged” survey) on pages 25 to 28. We also invite you to explore the rich history of Texas Tech University by visiting the Centennial Exhibit at the Museum of Texas Tech University and continue to “reach out, engage and transform!”

Sincerely,

Shirley M. Matteson, Ph.D.
Interim Vice Provost for Outreach and Engagement

Birgit Green, Ph.D.
Assistant Vice Provost for Outreach and Engagement
The Office of Outreach and Engagement (O&E) was founded under the Office of the Provost to provide innovative, collaborative, and strategic leadership and support for the University’s strategic priority to “transform lives and communities through strategic outreach and engaged scholarship.” O&E strengthens Texas Tech’s ability to achieve excellence in outreach and engaged scholarship by serving as a Catalyst, Collaborator, and Connector.

**Discoveries to Impact 2023**

The week of April 11, 2023, the Office of Outreach and Engagement (O&E) in partnership with the Center for Transformative Undergraduate Experiences (TrUE), the Center for the Integration of STEM Education and Research (CISER), and the Innovation Hub, hosted Texas Tech’s 5th Annual Discoveries to Impact (DTI) Conference. Boasting over 1,000 attendees, DTI featured students, faculty, staff, and community members who created societal or economic impact through community engagement, research or creative activities, innovations, and startups.
As part of DTI, O&E hosted its annual Engaged Scholarship Symposium, showcasing partnerships between Texas Tech faculty, staff, and students and K-12 schools, nonprofit organizations, city governments, families, health care professionals, veterans and more – all aimed at discovering sustainable solutions to a range of societal and economic issues in mutually beneficial ways.

The Symposium’s Keynote Luncheon featured Dr. Robert Newman, President and Director of the National Humanities Center, who spoke about the vital role the humanities can play in engaging with communities and finding sustainable solutions to national and international issues.

The keynote address was followed by the recognition of the 2023 recipients of the President’s Engaged Scholarship Awards.

“Dr. Elizabeth Trejos-Castillo, Vice Provost for International Affairs, presenting “Engagement to Benefit Youth in South America” at the 2022 Engaged Scholarship Symposium

Panel presentation at the 2023 Engaged Scholarship Symposium

“The R.E.Y.N.A. (Reducing Encounters with Youth through Neighborhood Alliances) Project, with the Lubbock Police Department” accepting the President’s Exemplary Program Award at the 2023 Engaged Scholarship Symposium
In Fall 2022, O&E established an Outreach and Engaged Scholarship Network to support faculty across disciplines and ranks in their understanding and pursuit of Outreach and Engaged Scholarship.

Mission

To empower participation in Outreach and Engaged Scholarship by

➤ energizing participatory education
➤ demonstrating the mutually rewarding benefits of outreach and engaged scholarship
➤ creating an inviting space for the best of creative scholarship

Throughout 2022/23, O&E hosted multiple programs and events to provide professional development opportunities to Network members as well as other faculty, staff, and students interested in pursuing outreach and engaged scholarship.

On November 2, 2022, Dr. Diane Doberneck, Director of Faculty & Professional Development at Michigan State University, presented on “Variations in Engaged Scholarship: Creating, Defining, and Publishing your Community Engaged Work.” The workshop was co-sponsored by the Texas Tech Outreach and Engaged Scholarship Faculty Network.
by The Graduate School. Diane also provided a session for TTU department chairs and met with TTU leaders to discuss ways of evaluating engaged scholarship in faculty reappointment and promotion and tenure decisions.

On November 11, O&E welcomed **Dr. Karida Brown**, Professor of Sociology at Emory College of Arts and Sciences. Dr. Brown spoke about the need for understanding community perspectives and institutional legacies to foster equitable community partnerships. Attendees included numerous community partners.

In Spring 2023, O&E launched an **Engaged Scholarship Lunch and Learn Series** featuring engaged scholarship topics from internal IRB processes for conducting engaged research to best practices in building partnerships with communities. Several dozen faculty, staff, and graduate students with an interest in community engagement brought their lunch and joined the sessions while connecting with other like-minded individuals from across campus.
Launch of Faculty Fellows Mentoring Program in Engaged Scholarship

In Spring 2023, O&E received SB8 funding from the Office of the Provost to launch a Faculty Fellows Mentoring Program in Engaged Scholarship. The inaugural cohort includes eight fellows, who over the summer 2023 participated in several programs and events including attendance at the Michigan State University Summer Intensive on Community Engaged Scholarship in Lansing, Michigan, and a city-wide community bus tour of local non-profit organizations. The goal of the community bus tour was to expose the group to non-profit and government organizations in the Lubbock area and open channels of communication for potential community partnerships. Tour stops included Parkway Sommerville Center, YWCA, South Plains Association of Governments (SPAG) and South Plains Food Bank.

The mission of the Texas Tech Faculty Fellows Mentoring Program in Engaged Scholarship is to foster the development of Engaged Scholarship among junior and tenure-track faculty, who wish to integrate community engagement into their teaching, research, and/or creative activities. During the fellowship, fellows will develop their scholarly engagement portfolio under the mentorship of seasoned engaged TTU faculty members. They will be guided through the process of building a mutually beneficial community partnership and developing a project in response to an expressed community need.

View the 2023-24 Cohort of Fellows and Mentors on the following pages.
2023-24 FELLOWS

Muntazar Monsur  
TTU Davis College of Agricultural Sciences and Natural Resources

Gizem Levent  
TTU School of Veterinary Medicine

Jennifer Hamrick  
TTU College of Education and Burkhart Center for Autism Education and Research

Mihwa Park  
TTU College of Education

Paulina Velez-Gomez  
TTU College of Human Sciences

Shan Xu  
TTU College of Media and Communication

Jason Tham  
TTU College of Arts and Sciences

Toby Brooks  
TTUHSC School of Health Professions
2023-24 MENTORS

Erica Irlbeck
TTU Davis College of Agricultural Sciences and Natural Resources

Mellinee Lesley
TTU College of Education

Ann Mastergeorge
TTU College of Human Sciences

Valerie Paton
TTU College of Education

Jonathan Singer
TTU College of Arts and Sciences

Elizabeth Trejos Castillo
Office of the Provost & TTU College of Human Sciences

Sara Dodd
TTU College of Human Sciences

Annie Chalex-Boyle
TTU J.T. and Margaret Talkington College of Visual and Performing Arts
In July of 2023, O&E hosted the first meeting of its newly formed Outreach and Engagement Community Advisory Board. The board is comprised of community leaders as well as TTU faculty and staff members. The board is providing O&E with insights and perspectives on existing needs in the Lubbock community and opportunities for mutually beneficial collaborations between the university and the community to help address these needs.

Formation of a Community Advisory Board

MEMBERS INCLUDE

Adam Pirtle  
Legal Aid of NorthWest Texas

Allison Roberts  
Workforce Solutions

Alycyn Keeling  
The Wallace Theater

Ben Alexander  
South Plains College

Carla Holland  
Northwest Texas Small Business Development Center

Christine Wanjura  
Lubbock & Amarillo Catholic Private Schools

Deshan Avery  
Red Cross

George Love  
LISD

Karl Ifhe  
Broadway Church of Christ

Kelly Davilla  
South Plains Association of Governments

Kristin Murray  
Voice of Hope

Lala Chavez  
LISD

Renee Davis  
TTU Alumni Association

Wilson Bowling  
City of Lubbock

Bryan Giemza, Ph.D.  
TTU Honors College

Corey Powell  
TTU Office of Access & Engagement

Eileen Gianiodis  
TTU Office of the Provost

Elizabeth Trejos-Castillo, Ph.D.  
TTU Office of International Affairs

Nancy Trevino, Ph.D.  
TTU/TTUHSC Mental Health Initiative

Shirley Matteson, Ph.D.  
TTU Office of the Provost
2022-2023 SHOWCASE OF AWARD-WINNING ENGAGED SCHOLARSHIP

President’s Excellence in Engaged Scholarship Award

Administered by the Office of O&E, the President’s Excellence in Engaged Scholarship Award recognizes Texas Tech faculty or faculty-staff-student teams for a project or activity that addresses an important community need and/or creates solutions to larger societal issues based on mutually beneficial partnerships with communities. Awards are given annually in the following categories: Engaged Teaching, Engaged Research, Engaged Creative Activity, and Engaged Service.

President’s Emerging Engaged Scholarship Award

The President’s Emerging Engaged Scholarship Award recognizes a TTU faculty member or a faculty-staff-student team for a relatively new project or activity that demonstrates high potential for the advancement of engaged scholarship. The project or activity shows outstanding promise for having a significant impact on communities and the university.
The STEM Explorers Program started in Lubbock during the spring semester of 2019 as a disciplinary alternative education program within Lubbock ISD with six students as a STEM/robotics education and behavioral intervention and has grown to include six sites in the spring of 2022. It explicitly incorporates social and emotional learning and cognitive behavioral techniques and strategies to support students beyond the STEM content. There have been marked improvements in student behavior, attitudes toward school, academic achievement, and future interest in both STEM and education. The program also provides undergraduate students, many studying to become teachers themselves, with an opportunity not found in many courses.

TTU PROJECT LEADER

Dr. Daniel Kelly | Assistant Professor
Dept. of Curriculum and Instruction, TTU College of Education

COMMUNITY PARTNERS

- Lubbock Independent School District
- High Point Village
South Plains Clothing Challenge (SPCDC) is a service-learning project that provides custom-designed outfits for foster children living in the Children’s Home of Lubbock. TTU Apparel Design and Manufacturing students in their third and fourth year work collaboratively with their respective child to determine clothing preferences, preferred functionality of the garment, and any limitations related to design materials. The SPCDC has several goals, one of which is to alleviate the impact of poverty on children living in a group home and create pathways out of poverty through exposure to new information and a potential career path.

South Plains Clothing Design Challenge 2023 Winner

TTU PROJECT LEADER
Ashley Rougeaux-Burnes  |  Assistant Professor
Dept. of Design, TTU College of Human Sciences

COMMUNITY PARTNERS
- Children’s Home of Lubbock
Coral reefs are vital to healthy marine ecosystems but are in serious decline due to pollution, global warming, and other threats. This decline also has serious ecological consequences to communities that rely on tourism to coral reefs as a central source of income. To address this threat, Dr. Stephanie Lockwood, Department of Biological Sciences at TTU at Waco began a multinational, study abroad undergraduate research program to engage students in coral reef research. In partnership with McLennan Community College and several Honduran organizations including the Roatan Institute for Marine Science and Roatan Marine Park, this initiative allows students to take an active hand in research and conservation, connecting the ocean to the classroom. It aims to promote safe and sustainable means to preserve and rehabilitate the coral reefs in Honduras, as well as to help enrich the lives of the island youth.
The Institute for Peace & Conflict (IPAC) is dedicated to promoting an understanding of the American experience at war, diplomacy, peace, as well as the impact of postwar legacy issues and how they affect reconciliation and healing from war for all participants and nations. Together, IPAC/VNSA have successfully leveraged their engaged scholarship and research to develop programs that address several important community and societal needs regarding legacies of the Vietnam War, especially the international humanitarian effort to find soldiers still missing from the war.
Voices from the Vernacular Music Center (VVMS) is a podcast that consists of thirty 1-hour episodes about the various ways, diverse reasons, and impacts of people sharing music, dance, and culture. The project highlights how inclusive, collaborative, regionally and culturally informed programing creates high-quality, accessible resources for learners, teachers, and communities. It draws upon intellectual and human resources from across and beyond the Texas Tech system and the regions of the Southwest. The VMC has long-standing professional and organizational relationships with a range of advocacy organizations such as Balfolk, Lubbock, Roots Music Institute, the Country Dance and Song Society, the International Bagpipe Conference, and other international programs. All 30 episodes are available for all persons to stream for free.

**COMMUNITY PARTNERS**
- Balfolk Lubbock
- Roots Music Institute

**TTU PROJECT LEADERS**

**Dr. Christopher Smith** | Professor and Director of the Vernacular Music Center, School of Music, J.T. and Margaret Talkington College of Visual Performing Arts

**Dr. Roger Landes** | Professor of Practice and Associate Director of the Vernacular Music Center, School of Music, J.T. and Margaret Talkington College of Visual and Performing Arts
Since 2019, the Animation-Making Workshops (AMW), part of the J.T & Margaret Talkington College of Visual and Performing Arts’ Texas Tech NEA (National Endowment for the Arts) Research Lab, services under- or misrepresented community groups in the context of a research project that seeks to assess the affordances of the animation making process as educational and therapeutic tool. Animation-making differs from other forms of artistic intervention in that it unites the expressive power, introspective scrutiny, and freedom of the arts, with the intensive, detail-oriented labor of the movie-making process. The AMW research seeks to assess the affordances of stop motion, an animation technique that combines fine art, digital storytelling, and filmmaking methods. The stop-motion process involves a variety of practical and intellectual skills that create a wealth of opportunities for assessment and intervention. The AMW takes advantage of the experiences developed by socially engaged animation practitioners and benefits from established methodologies used in art therapy, digital storytelling, and filmmaking as psychotherapy. These lenses offer a theoretical-practical-experiential approach that takes into consideration how we deal with objects in an increasingly digitized society and broadens AMW’s range of action so that it encompasses groups in situations of precarity (socially disadvantaged, those with disabilities, linguistic-cultural integration) and the practitioners serving them. Addressing the wellbeing of caregivers and educators is essential to secure the quality and continuity of the services they offer.
The Clinical Programs within the Texas Tech University School of Law consist of TTU faculty, staff, students, and community partners working in collaboration to provide legal and professional services, at no cost, to individuals and groups who would otherwise be financially unable to obtain such services.

A start-up grant from the Internal Revenue Service (IRS) in 2000 helped launch Texas Tech’s Low Income Taxpayer Clinic. Since then, the Clinical Programs have expanded to include eight different clinics, each with a focus on helping an underserved portion of the community receive legal expertise while providing law students with real-world experience. Over the last five years, more than 1,500 students have gained practical experience while providing much needed services to the community such as legal representation in more than 3,500 cases and more than 1,400 hours of mediation services.

The Clinical Programs provide approximately 18,000 hours of legal services to the community annually. Future goals for the Clinical Programs include expanding into other areas of practice such as an immigration clinic and a small business clinic.
Recent estimates suggest that Lubbock County could have over 5,000 individuals that are suffering from some sort of dementia, and most of the patients have at least one informal caregiver (e.g., spouse; sibling) who is responsible for their care. Informal caregivers face significant increases in stress and decreases of resources, increasing mental health concerns such as depression and generalized anxiety. Dr. Singer along with graduate and undergraduate psychology students work collaboratively with the Garrison Institute of Aging to provide mental health services for informal caregivers.
An estimated 12 to 22% of children and adolescents meet criteria for a psychiatric disorder, and rates of depression, anxiety, and suicidal ideation/behavior among this age group have been rising sharply over the last decade. Emerging evidence also suggests that the last two years of the global pandemic have taken a further toll on youth’s mental health. The unfortunate reality is that upwards of 50% of youth in need do not receive services, and of those that do, 50% terminate treatment early. Taken together, there is a pressing need for novel approaches to mental health screening, prevention and intervention.

Dr. John Cooley, a clinical child psychologist and Assistant Professor in the Department of Psychological Sciences developed partnerships with two elementary schools in Frenship Independent School District in April 2021. Following several meetings with school administrators, they developed a comprehensive, evidence-based child and teacher assessment to identify the mental health needs of the students in the third through fifth grade.

Based on the assessment results, the team is now providing a group-based preventive intervention for these students lasting through April 2022. The plan is to continue and build on this work throughout the 2022-2023 school year. The program also provides opportunities for graduate and undergraduate students to develop research skills and learn strategies for developing and maintaining effective community partnerships.
An increasing number of US military veterans are accessing education benefits, but the stress of reintegration compounded with any existing post-traumatic stress can significantly impact their health and wellness. The aim of this project is to develop a program where student veterans can come and interact with and socialize shelter dogs on a routine basis. The project involves brief interactions between student veterans and shelter dogs to explore if student veterans’ report an improvement in mood states post-interaction and if shelter dogs display reduced behavioral indicators of stress during the interaction compared to in shelter assessments. This project involves partnerships with the TTU Military and Veterans Program, TTUHSC Veterans Resource Center, and the Lubbock Animal Shelter and Adoption Center. SAVE was launched in Spring of 2022 and finished data collection in January 2023. The results of this exploratory project will be used to inform future intervention research aimed towards developing a standardized program to concurrently support veteran and shelter dog well-being within the Lubbock community.

**TTU PROJECT LEADER**

- **Dr. Anastasia Stellato** | Assistant Professor
  Dept. of Animal and Food Sciences, TTU Davis College of Agricultural Sciences and Natural Resources
- **Dr. Katy Schroeder** (adjunct faculty) | Assistant Professor
  Dept. of Counselor Education, University of Iowa
- **Gracie Guerra** | Director
  TTU Military and Veterans Programs
- **Matt Knight** | Unit Manager
  TTU Military and Veterans Programs
- **Sara Henly** | Director
  TTUHSC Veterans Resource Center

**COMMUNITY PARTNERS**

- Lubbock Animal Shelter and Adoption Center
The Old Canaan Cemetery Bioarchaeology project is a community engaged archaeological field project in partnerships with the living members of the New Canaan Missionary Baptist Church community in Marshall, Tx. Drs. Anna Novotny and Tamra Walter, are working collaboratively with church deacons and church members to document the church cemetery, including size and number of graves, establish the biological profiles of those buried there as well as create a better infrastructure to visit and maintain the cemetery. TTU researchers hope to develop an archaeological protocol that can be replicated at other endangered historic cemeteries.

**TTU PROJECT LEADER**

- **Dr. Anna Novotny** | Associate Professor  
  Dept. of Sociology, Anthropology, and Social Work, TTU  
  College of Arts and Sciences

- **Dr. Tamra Walter** | Associate Professor  
  Dept. of Sociology, Anthropology, and Social Work, TTU  
  College of Arts and Sciences

**COMMUNITY PARTNERS**

- New Canaan Missionary Baptist Church
Three TTU faculty members, Drs. Rebecca Hite, Jessica Gottlieb, and Jon McNaughtan, over three years have designed and implemented a nine-month in-depth community-engaged service program that recruits and professionally develops cohorts of mid-level leaders from across Texas. The mission of the EPFP nationally and here at the Texas site is to expand participants’ knowledge of education policy, develop fellows’ situated skills in advocacy-based leadership, and help them cultivate new networks and connections among policy scholars, equity experts, and community leaders in education. Upon graduation, fellows are equipped, empowered, and engaged in improving problems of policy and practice in P-20 Texan education and beyond.
Cyndie Buckle, an advertising and brand strategy lecturer in the College of Media & Communication, and her students in the Raider Cre8tive Student Advertising Agency developed a partnership with the Ronald McDonald House Charities of the Southwest (RMHCSW) where they plan, execute, and evaluate campaigns for nonprofit fundraising events to benefit RMHCSW. Since this collaboration began in 2020, students have raised $15,000 in donations from local businesses. The active learning method of teaching advertising campaigns provides TTU students the opportunity to apply learned skills and engage in real world opportunities.

Raidere8tive Advertising Students

TTU PROJECT LEADER

Cyndie Buckle | Lecturer
Dept. of Advertising, TTU College of Media and Communication

COMMUNITY PARTNERS

- Ronald McDonald House Charities of the Southwest
Dr. Natasha Pusch and Anish Quenim established a partnership with the Lubbock Police Department Community Engagement Unit (LPDCEU) and proposed R.E.Y.N.A. as an intervention project. With faculty, students, LPD, and community working in unison, Dr. Pusch and Anish hope to establish measures to predict, intervene and positively influence at risk youth in the Lubbock community. This project specifically uses evidence-based data, statistics, and inputs to analyze and focus on key problem areas in the community and assesses juvenile delinquency by examining risk factors for first-time arrest and rearrest in community youth.

**COMMUNITY PARTNERS**

- Lubbock Police Department Community Engagement Unit

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**TTU PROJECT LEADER**

**Dr. Natasha Pusch**  |  Assistant Professor  
Dept. of Sociology, Anthropology, and Social Work, TTU  
College of Arts and Sciences

**Dr. Adam Schmidt**  |  Associate Professor  
Dept. of Sociology, Anthropology, and Social Work, TTU  
College of Arts and Sciences

**Dr. Trent Seltzer**  |  Associate Professor  
Public Relations and Strategic Communication Management, TTU College of Media and Communication

**Dr. Andrea Button-Schnick**  |  Assistant Professor  
Dept. of Sociology, Anthropology, and Social Work, TTU  
College of Arts and Sciences
Each year, Texas Tech gathers data about its outreach and engagement activities. The results help the institution establish progress towards its strategic goal of outreach and engaged scholarship. Faculty and staff were invited to submit information about any outreach and engagement projects and activities they conducted between January 1, 2022, and December 31, 2022.

During Calendar Year 2022 the number of projects submitted increased by 152% from 2,408 to 3,649 projects. Projects and activities involved a total of 1,377 unique community partners including non-profit organizations, government agencies, business and industry, pre-K-20 schools, other two or four-year colleges, community organizations, civic groups, and others.

DEFINITIONS

OUTREACH describes the one-way delivery of programs, services, activities, or expertise to those outside of the university. It involves Texas Tech providing education, consultation, and other services to benefit the community.

ENGAGEMENT involves Texas Tech in mutually beneficial relationships with the community to address community or societal needs and challenges. It leverages Texas Tech’s academic expertise and resources with the knowledge and experiences of community partners to find sustainable solutions to issues.

ENGAGED SCHOLARSHIP is a form of scholarship that involves a two-way, reciprocal partnership between Texas Tech and the community for the purpose of addressing a community need or larger societal challenge. It leverages disciplinary knowledge and scholarly practice with the knowledge and experiences of the community in mutually beneficial ways and uses documented outcomes to advance scholarship as well as community/societal interests.
### Calendar Year 2022 By the Numbers

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
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<tr>
<td>Projects, programs, classes, and events</td>
<td>3,649</td>
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<tr>
<td>provided for the community</td>
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<tr>
<td>raised in external funding</td>
<td>$21.8M</td>
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<td>non-TTU attendees and participants in</td>
<td>208,190</td>
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<tr>
<td>TTU outreach and engagement activities</td>
<td></td>
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<tr>
<td>external community partnerships</td>
<td>3,282</td>
</tr>
<tr>
<td>including non-profit or government agencies,</td>
<td></td>
</tr>
<tr>
<td>business and industry, Pre-K and K-12 schools,</td>
<td></td>
</tr>
</tbody>
</table>
other two or four-year colleges, community   |
organizations, and civic groups.              |         |
|TTU faculty and staff involved in projects    | 3,049   |
|publications, presentations, performances,    | 885     |
|and other peer-reviewed scholarly products    |         |
|identified as outreach and engagement         | 378     |
|faculty receiving awards for excellence in    |         |
outreach and engagement                        |         |
|TTU students participating in High Impact     | 15,885  |
Practices                                      |         |
PROJECTS BY AREAS OF IMPACT

- Projects by Areas of Impact:
  - Business/Economic Development: 22%
  - Community Development, Arts, Culture, or Civic Life: 14%
  - Education (Pre-K-2): 7%
  - Science and Technology: 9%
  - Youth and Family Relationships: 7%
  - Environment, Natural Resources, or Land Use: 7%
  - Education/Professional Development: 7%
  - Health and Health Care: 7%
  - Other Areas of Impact: 41%

Outreach and Engagement in Review
Showcase of Award-Winning Engaged Scholarship
Calendar Year 2023 By the Numbers

PROJECTS BY FORMS OF ENGAGEMENT

- Engaged Research and Creative Activity: 13.3%
- Experiential or Service Learning: 12.2%
- Program Development, Delivery, or Evaluation: 15.9%
- Technical or Expert Assistance: 8.4%
- Public Programs, Events and Resources: 18.2%
- Other Engagement: 32%
- Service on Boards, Committees and Commissions
- Non-Credit Classes and Programs
- Technical or Expert Assistance
PROJECTS BY GEOGRAPHIC IMPACT