UNP Network Evaluation

2022-23



University Neighborhood Partners brings together university and west side people and resources in mutual learning, action, and benefit — a community coming together.

“A Community Coming Together”

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Cover Photo: A community building exercise run by the Family-School Collaboration Design Research Project, which brings together families and educators to redesign how schools and communities interact.

Above: Hartland Resident Committee members and Mayor Mendenhall cut celebratory cakes at the Hartland Spring Festival.

About UNP



THE UNP HARTLAND PARTNERSHIP CENTER HOUSES A K-12 YOUTH CENTER, A WELCOME CENTER, LIFELONG LEARNING CLASSES, AND OTHER PARTNERSHIPS THAT ADDRESS RESIDENT PRIORITIES SUCH AS EDUCATION, HEALTH, AND LEADERSHIP.

University Neighborhood Partners (UNP) was created in 2001 as a collaboration between the University of Utah and west side Salt Lake City neighborhoods. Its geographic focus has since grown to include West Valley City.

UNP builds community-campus partnerships that address resident-identified issues and opportunities while contributing to knowledge building and student learning. A university department, UNP now has a staff of around 20.

UNP is first and foremost a convener. UNP brings together west side residents, higher education, and local organizations and institutions and supports them in identifying shared goals and working together. UNP is proactive in centering voices that have historically been marginalized in decision-making spaces and investing in the processes of relationship building and equitable collaboration.

Over the years, UNP has supported a powerful network of leaders, organizations, departments, and others committed to the university and west side communities. It is this larger "UNP network" that is described in this report.



OUR MISSION: BRING TOGETHER UNIVERSITY AND WEST SIDE PEOPLE AND RESOURCES IN RECIPROCAL LEARNING, ACTION, AND BENEFIT — A COMMUNITY COMING TOGETHER

OUR VISION:
A community woven together through partnerships based on mutual empowerment, discovery, and learning rooted in diverse life experiences. By addressing systemic barriers to educational success, these collaborative partnerships foster increased access to higher education for west side residents, a University enriched by its involvement in the broader community, and an enhanced quality of life for all involved.

Evaluation Approach

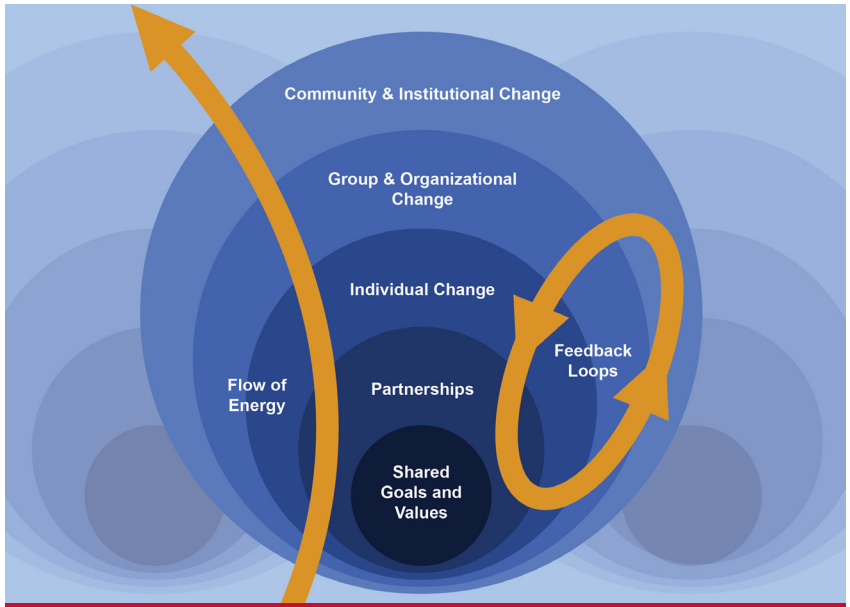
THE IMPACT OF THE NETWORK SPREADS OUT ACROSS SYSTEM LEVELS LIKE RIPPLES IN A POND — FROM INDIVIDUALS AND FAMILIES, TO GROUPS AND ORGANIZATIONS, TO THE LARGER INSTITUTIONS AND COMMUNITIES IN WHICH UNP WORKS.

QUESTIONS:

- To what extent were the individual level, group/organizational level, and community/Institutional level outcomes achieved? What unexpected outcomes emerged?
- What factors contributed or detracted from the intended outcomes?
- What positive or negative feedback loops can be identified in the network?
- What lessons were learned about the role of convening and brokering partnerships and networks?

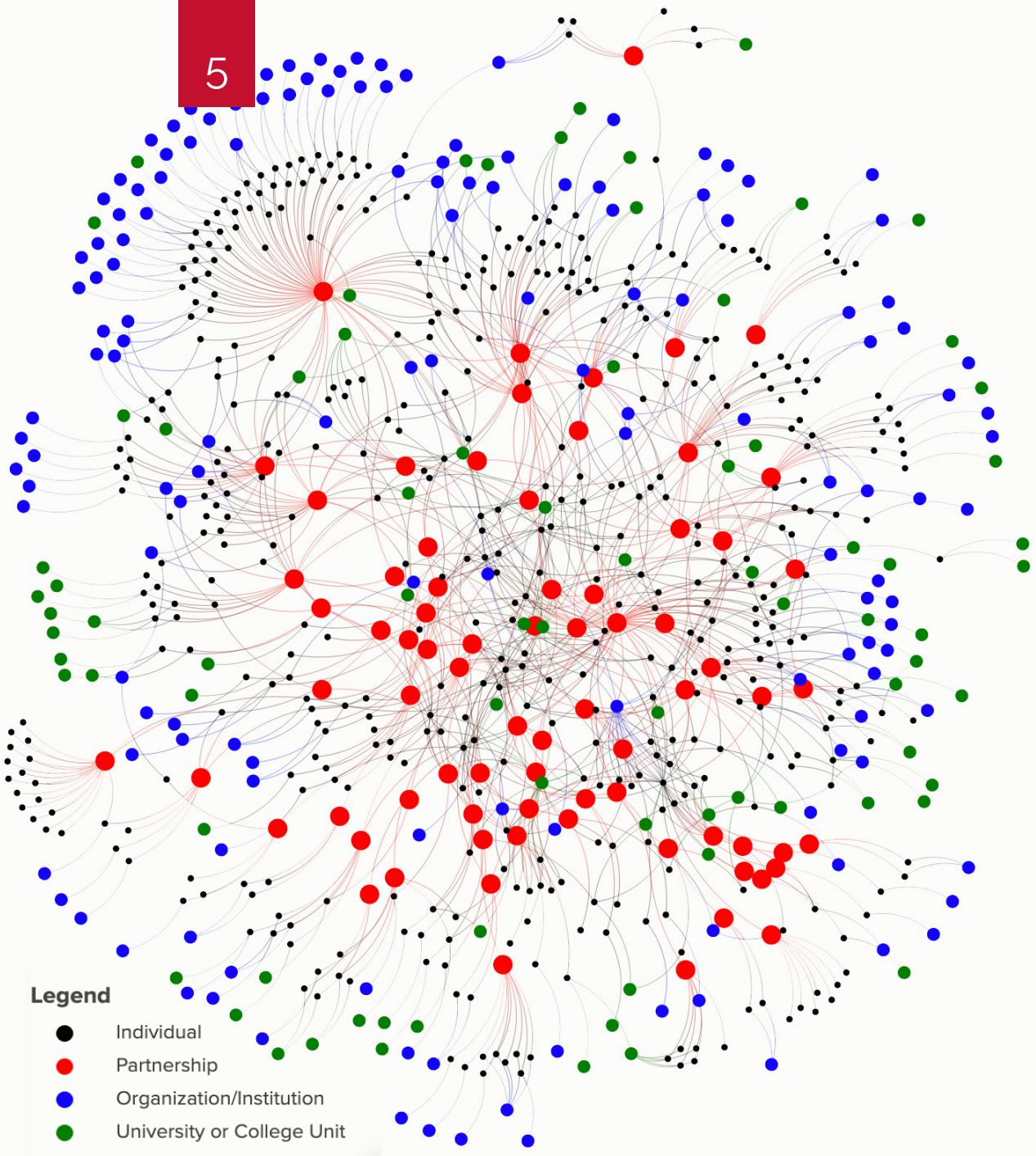
UNP does not run programs led by staff. It is a convener and catalyst for a growing network of partners and partnerships. Evaluating such a network is complicated. Decision making is decentralized, with each partnership developing its own goals. Key Impacts have multiple causes, and often cannot be defined ahead of time. A network like this is a living system. It cannot be planned and controlled. It can only emerge.

UNP uses a multi-method approach that combines surveys of partnerships and participants, a network analysis, activity reports, storytelling, and community-level data. This approach, inspired by ecological and general systems theories, is illustrated in the organization's Eco-Logic Model, shown to the right..



The UNP Eco-Logic Model

This year, 102 partners answered the new partnership survey and 82 participants in activities answered the network survey. Many partnerships also conducted their own surveys and evaluations, some of which are included in the pages that follow, creating a multi-vocal evaluation of the network.



THE UNP NETWORK

This social network map shows active partner ships UNP supported in 2022-2023. Red dots are partnerships. Each partnership is connected to a group of black dots. These are individuals who lead the partnership — community residents; uni versity faculty, staff, and students; and staff from local organizations and institutions. They are con nected to the organizations, institutions, depart ments, and offices they represent.

- **The network has grown** significantly since last year, as UNP has engaged new partners and partnerships.
- **The center is dense**. In the center are many of the stronger and longer-term partners who are connected to multiple partnerships and can facilitate learning, communication, and collaboration across the network.
- At the edges are **newer or less-connected partners,** with potential to be drawn tighter into the network.

THIS MAP ILLUSTRATES THE SOCIAL CAPITAL THAT HAS BEEN BUILT THROUGH UNP PART-NERSHIPS. THIS SOCIAL CAPITAL INCREAS-ES COLLECTIVE CAPACITY TO ADDRESS THE CHALLENGES OF TODAY AND TOMORROW.

UNP NETWORK BY THE NUMBERS

76

+25 compared to 2022

80

HIGHER ED DEPARTMENTS AND OFFICES

+15 compared to 2022

150

ORGANIZATIONS/ INSTITUTIONS

+17 compared to 2022

1160

CONNECTIONS BETWEEN ELEMENTS IN THE NETWORK

+180 compared to 2022

477

PARTNERSHIP LEADS

+85 compared to 2022

145

COMMUNITY RESIDENTS LEADING PARTNERSHIPS

26 compared to 2022

7,079

TOTAL PARTICIPATION IN PARTNERSHIP ACTIVITIES

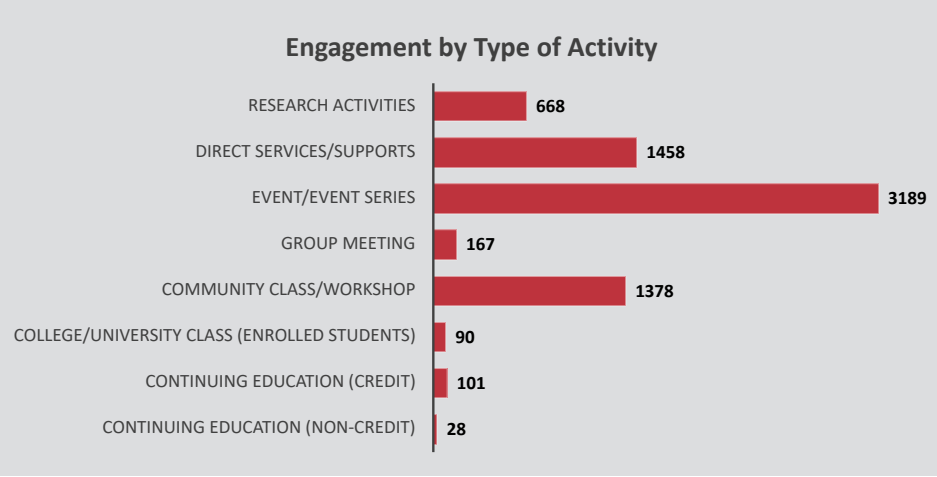
- 1263 compared to 2022

AREAS FOR GROWTH | While the overall number of partners is growing, the number of residents leading partnerships decreased this year. Supporting new or returning resident leaders to engage in UNP's new partnerships could be a focus next year.

The Big Picture

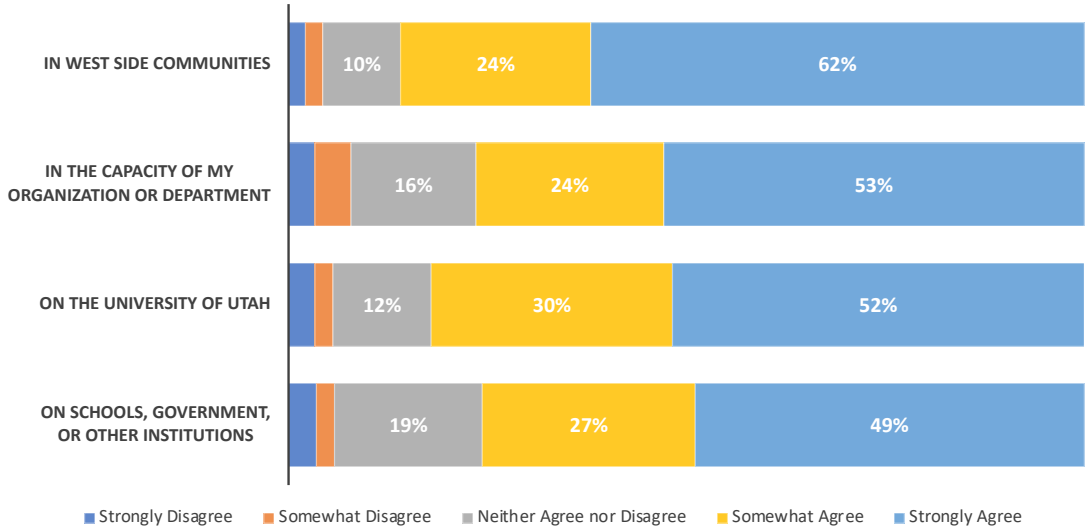
HOW PARTNERS ENGAGE

What activities are people engaged in?



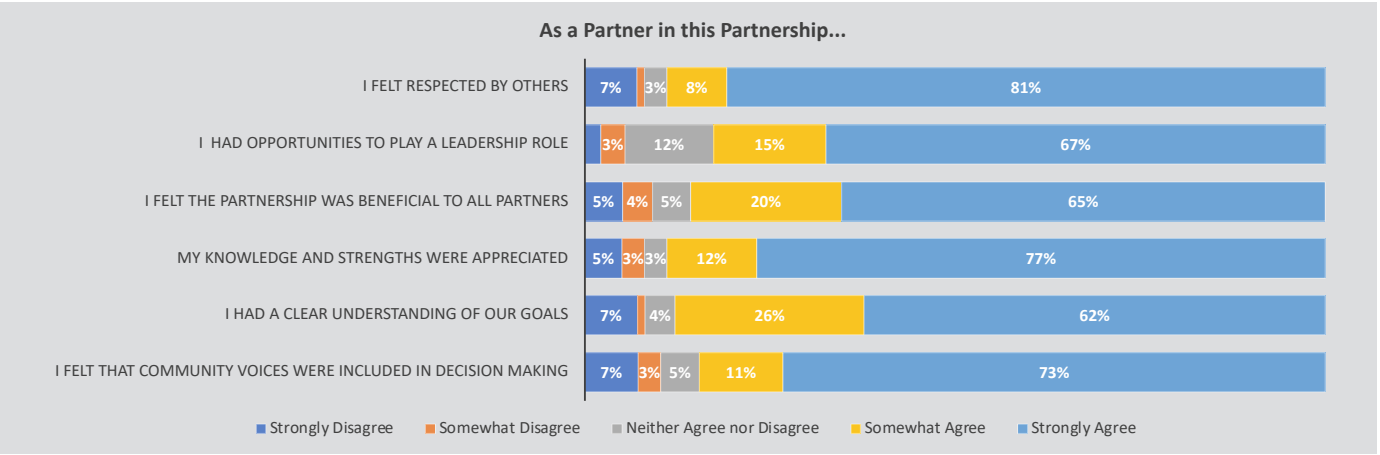
AREAS OF IMPACT

Where do our partners see the partnerships making an impact? (n=92)



PARTNERSHIP QUALITY

Are partnerships living up to UNP's partnership principles? (n=99)



AREAS FOR GROWTH | The network may be under-leveraging university re sources. There is potential for growth in research activities, working with univer sity classes, and offering credit-bear ing classes in the community. Partners should also continue to work so every one, especially residents, play leader ship roles and have decision making power, and that benefit is shared.

COMMUNITY INDICATORS

The UNP network focuses on two geo graphic areas: west side Salt Lake City (zip codes 84104 and 84116) and West Valley City, including 84119, 84120, and 84128.

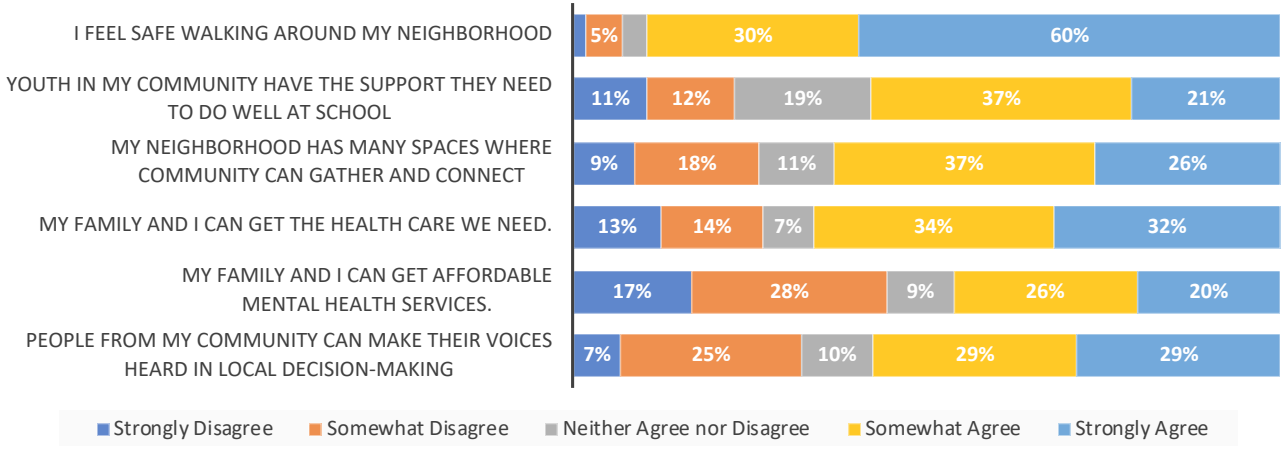
UNP and the Sorenson Impact Center worked with community leaders from the Utah Community Advocate Network, the Hartland Resident Committee, and West side Community United to identify **five priority outcomes** that UNP should track over time. These include:

- Youth Education
- Mental Health
- Physical Health
- Representation
- Community Spaces

As a first step in measuring these outcomes, UNP included questions about them for res idents who took UNP surveys. In addition, the Gardner Policy Institute provided demo graphic and health indicators from existing data sources.

Over time, this data will paint a picture of how the neighborhoods are changing and the extent to which the collective efforts of the Network lead to community wide change.

Resident Experiences of Community Indicators (n=59)



	SW SLC	NW SLC	WV CENTER	WV WEST	WV EAST	STATE AVG.
SHARE OF ADULTS WHO REPORTED FAIR OR POOR GENERAL HEALTH	18.2%	25.5%	17.7%	14.3%	22.1%	11.9%
SHARE OF ADULTS WITHOUT HEALTH INSURANCE*	33.7%	16.7%	19.9%	11.6%**	30.6%	10.2%
SHARE OF ADULTS THAT HAVE NOT HAD A ROUTINE MEDICAL CHECKUP IN THE PAST 12 MONTHS	44.9%	38.3%	36.3%	28.7%	33.8%	30.6%
SHARE OF ADULTS THAT DO NOT HAVE A PERSONAL DOCTOR OR HEALTH CARE PROVIDER (2019-2021)	31.0%	34.2%	23.2%	21.8%	33.8%	23.6%
SHARE OF ADULTS THAT HAVE NOT SEEN A DENTIST OR BEEN TO A DENTAL CLINIC IN THE LAST YEAR OR MORE (2018+2020)	51.5%	40.5%	29.7%	34.5%	48.0%	27.4%
SHARE OF ADULTS THAT NEEDED TO SEE A DOCTOR IN THE LAST 12 MONTHS, BUT WERE UNABLE TO BECAUSE OF COST (2019-2021)	17.5%	18.2%	14.6%	11.8%	20.4%	11.6%
LIFE EXPECTANCY (2017-2021)	74.8	77.7	77.5	76.9	77.4	79.5

Data provided by the Kem C. Gardner Policy Center at the University of Utah. 2020-2021 (combined) unless otherwise noted. * Defined as private coverage, Medicaid, Medicare, and other government programs. ** Use caution in interpreting; The estimate has a coefficient of variation > 30% and is therefore deemed unreliable by Utah Department of Health standards.

Community Leadership



A meeting of the Hartland Resident Committe, a long-running group of community leaders working out of the UNP Hartland Partnership Center.

CONFIDENCE AND HOPE

UNP partnerships sup port individuals in build ing their capacity to lead.

84%

of partners and partici pants say that after their involvement they are now **more capable of reaching their goals.**

88%

of partners and par ticipants say that after their involvement they are now **more hopeful it is possible to change things for the better.**

528
parents, youth, and community members took part in in classes and programs aimed explicitly at leadership development.
+345 compared to 2022

10
grassroots leaders are in WLI: Startups where they receive support for launching or strengthening community-based organizations or businesses.
+3 compared to 2022



Carlos Palestina is a Rose Park resident. Last year, Carlos enrolled in the Fundamentals course with Westside Leadership Institute, where he developed a community podcasting project. This year he returned as one of the instructors for the class. He is busy turning his project into a nonprofit organization, and has **taken a position with Salt Lake City running the My Brother's Keeper Initiative**, which works to create a city where boys and young men of color can thrive.

"THIS HAS OPENED THE ROAD FOR ME TO START MY OWN NON-PROFIT. THIS HAS BEEN AN AMAZING OPPORTUNITY. THE INSTRUCTORS WERE ALL SO WONDERFUL."

– Fundamentals by WLI student



PARENT POWER

The Utah Community Advocate Network collaborated with Raise Up Utah to put on a two-day leadership summit with almost 150 parents from west side Salt Lake County and Ogden, Parents took part in organizing training and identified three shared priorities: building a high school in the Glendale neighborhood, increasing student and parent belonging, and improving mental health and safety in schools.

WESTSIDE LEADERSHIP INSTITUTE GROWS INTO WEST VALLEY CITY

Westside Leadership Institute, a long-running partnership with local leaders and NeighborWorks Salt Lake, launched a new version of its Fundamentals course in West Valley City. Past WLI graduates have gone on to build organizations, run for office, and take on other leadership roles in the community and beyond

AREAS FOR GROWTH | Over the years, many leaders like Carlos have stepped into roles in local and state govern ment. UNP does not currently have a strong system for sup porting or tracking this type of leadership trajectory. How might UNP and partners intentionally support residents moving into government leadership, as they have with resi dents starting community-based organizations?

Health & Wellbeing



Leaders with the Healthy West Valley Coalition

HEALTHY WEST VALLEY

Healthy West Valley (HWV) is a community initiative that brings together government, nonprofits, community leaders, and higher education to make "West Valley City an even healthier and happier place to live, work, and play." This year, HWV:

- Established the city's first farmers market
- Worked with City Council to approve the "Health in All Policies" proclamation
- Became an official city committee
- Launched the "Neighborhood Out & About" healthy movement program
- Ran community events focused on mental health education,

1378 residents received free services and supports to enhance their overall health and wellbeing, including counseling, therapy, medical services, home visits, systems navigation support, and referrals.

424 residents took part in health-related classes and workshops





BUILDING THE HEALTH CARE WORKFORCE

Kevin Nguyen, Melissa Del Castillo, and Amanda Sevigny took on **brand new roles at the U, offering comprehensive supports for people looking to enter the healthcare workforce**. They have been decreasing barriers that community members face in order build a strong, diverse, culturally and linguistically responsive workforce. Their work is a part of U Health Wise, an initiative that includes U of U Health, Salt Lake Community College, Undergraduate Studies, and UNP.

CASE MANAGEMENT

28 community leaders from 6 countries completed the Case Management Certificate through UNP, the College of Social Work, and Bridging Borders. Participants work in refugee support, community empowerment, teaching, counseling, and other areas.

100% of case management students surveyed said that the program helped them in their work, They reported improving skills in the following areas:

- communication
- strengths-based approaches
- self-care
- resource mapping
- working across cultures
- problem-solving
- interviewing

POLICY CHANGE IN SOCIAL WORK LICENSURE

The Utah legislature passed HB250, streamlining the process of social work licensure. UNP partners have worked to educate institutions and policymakers about the barriers that culturally and linguistically diverse students face, including culturally biased tests. Since passage, several members of UNP's Social Work Study Group have become licensed social workers.

AREAS FOR GROWTH | Only 46% of residents surveyed (see p. 8) agree that they can find affordable mental health services. Existing partnerships like the Free Mental Health Clinic and peer-to-peer mentorship could be expanded, with more funding, to better address this priority. In addition, some health and wellbeing partnerships could use additional support with tracking, evaluating, and measuring the impact of their work.

Education Pathways



Hartland Youth Center coordinator Jasmine Montoya working with young people at the center.

EDUCATIONAL MOTIVATION

UNP partnerships work to support people on their educational journeys, whatever those may be.

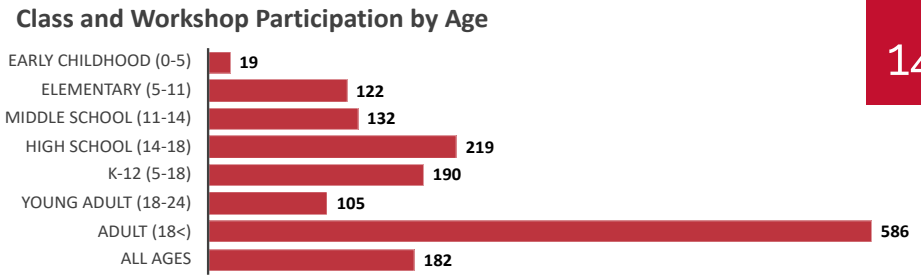
80%

of partners and participants say that after their involvement they are **more motivated to continue their educations.**

"ME AND MY CHILDREN AND GRANDCHILDREN LEARN MORE AT ALL THE DIFFERENT WORK SHOPS AND CLASSES ...WE LEARN SOMETHING NEW EVERY DAY. "

Community Advocate

1555 people attended classes and workshops connected to UNP-supported partnerships.



YOUTH POWER & COLLEGE ACCESS

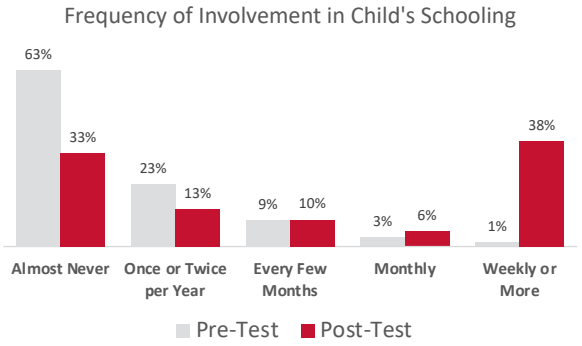
27 high school students joined Harland Scholars and Mestizo Arts and Activism, which support youth as leaders and researchers and open pathways to higher education. Participants conducted research on gentrification, schools, and identity. **All 5 seniors (and one junior) graduated and will attend college in the fall.**

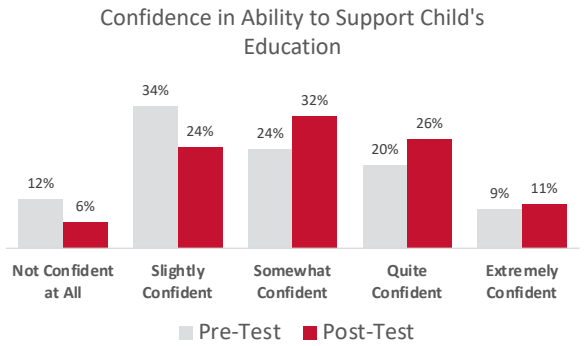
"I DISCOVERED THAT I AM DEDICATED TO WANTING TO MAKE A CHANGE, AN IMPACT IN THE COMMUNITY. THOUGH I AM NOT ONE TO MAKE PUBLIC SPEECHES, I DO LIKE TO EXPRESS A MESSAGE THROUGH ART."

– Mestizo Arts and Activism Participant

FAMILY ENGAGEMENT

58 parents completed the **Padres Comprometidos** curriculum through a partnership between UNP and Latinos in Action. Participants reported they are now more confident and more involved as supporters and advocates for their children at school.





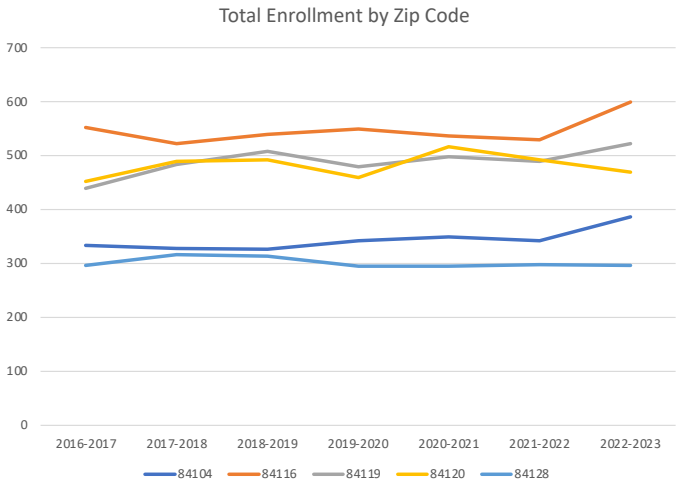


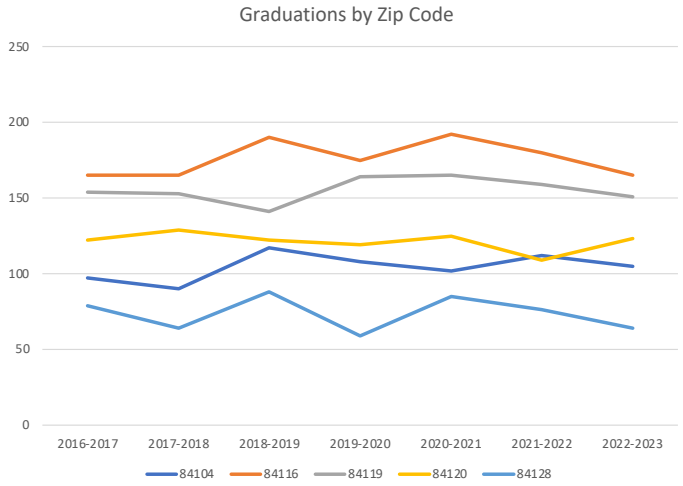
LATINXS IN STEM

UNP partner Club Ability (CA) ran coding and computer classes fo 73 students this year across multiple platforms. CA participated in Utah's Week of STEM and produced a report for the state on technology access in Spanish speaking communities.

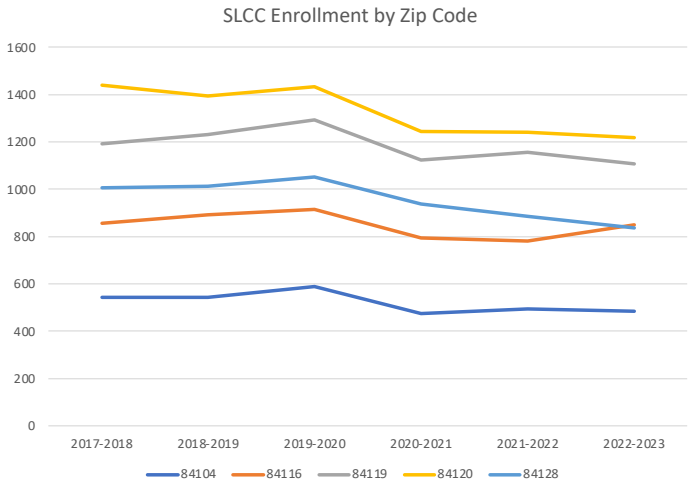
AREAS FOR GROWTH | Early childhood may be an under-engaged age group among UNP-supported partnerships. Currently, Hartland's Head Start program is the only one that focuses primarily on learning and development in the 0-5 year range. Some residents have expressed interest in more opportunities for young children and their parents, as documented by UNP Community Scholar in Residence Dr. Fielding-Singh.

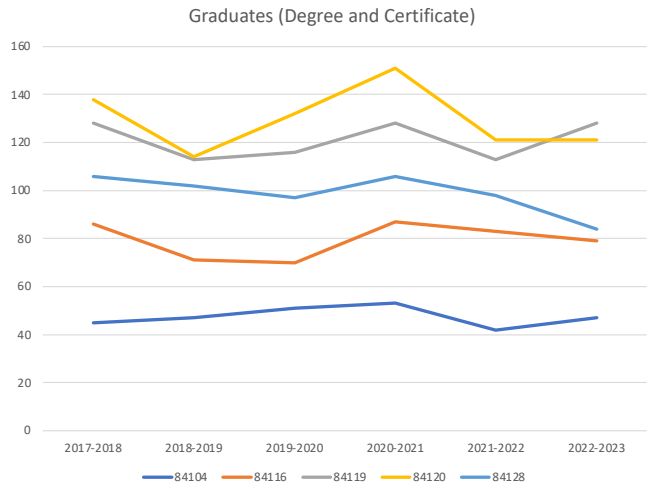
UNIVERSITY OF UTAH





SALT LAKE COMMUNITY COLLEGE





POSTSECONDARY ENROLLMENT & GRADUATION

Each year, UNP tracks enrollment and graduation of west side residents at the University of Utah and Salt Lake Commu nity College. These charts show changes in enrollment and graduation over the past six years. Some things to note include:

- **U of U Enrollment** from our zip codes has not changed drastically, but we do see an increase over time in sev eral zip codes, and a strong uptick this year in particular.

- **SLCC Enrollment** from our zip codes has been on the decrease, with a par ticularly sharp drop during the onset of COVID-19, This has been true across the college. Enrollment seems to have leveled out in several zip codes, even ticking up in the Rose Park area.

- **Graduation rates** at the U of U in most zip codes are similar to where they were six years ago, while some zip codes have seen a significant de crease in graduations at SLCC, in line with overall decreases in enrolllment.

Community Capacity

SOCIAL CAPITAL

UNP partnerships in crease collective capac ity by building relation ships within and accross communities.

94%

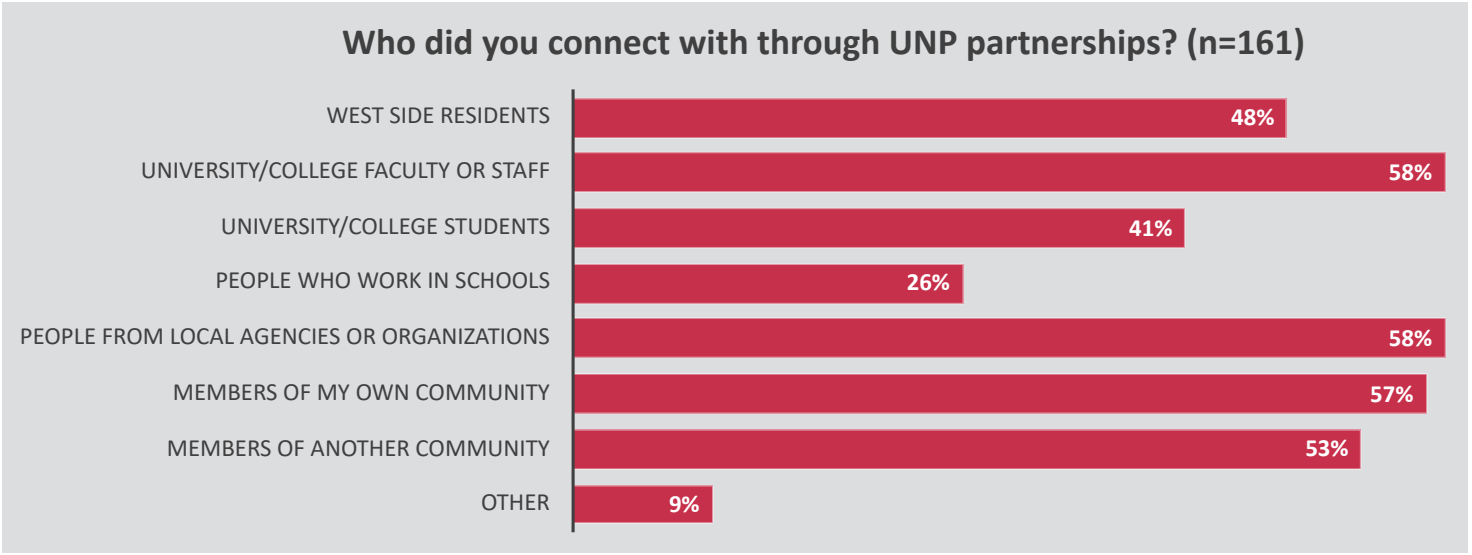
of partners and par ticipants say that they **connected with new people** through their partnerships.

79%

of partners and par ticipants say that they have **stayed in contact with someone** they met through a partnership..



Leaders from the Utah Community Advocate network meet with city and University officials at a Partners in the Park event



THE NEW AMERICAN ACADEMIC NETWORK

NAAN connects individuals from immigrant and refugee backgrounds with higher education, creating pathways for them to return to school and/or employment in their chosen fields. Many new arrivals resettle with education and training from their countries of origin; however, but without the necessary credentials to enter higher education or a professional level of employment.

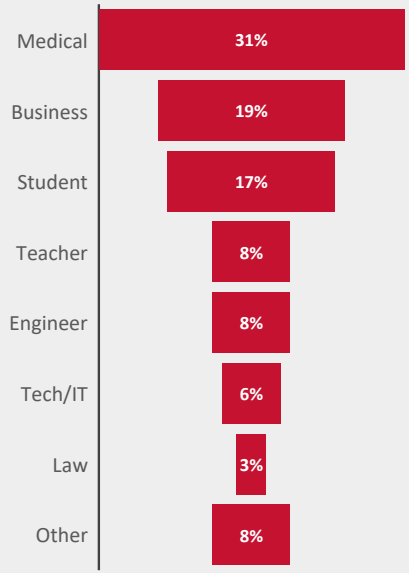
38 participants, representing 14 countries of origin responded to this year's NAAN survey. Highlights from the data are included here.

"THE NAAN PROGRAM HAS HELPED ME SO MUCH...THIS PROGRAM ALWAYS PROVIDES USEFUL INFORMATION AND AMAZING OPPORTUNITIES."

– NAAN Participant



PROFESSIONS OF INTEREST



CELEBRATIONS 2021-2023

- **14** participants enrolled in English courses
- **10** participants were connected to relevant resources and/or partners
- **8** participants enrolled in courses at SLCC
- **8** participants have been given scholarships
- **8** participants had degrees translated and/or evaluated
- **3** participants enrolled at the University of Utah
- **1** participant received help with childcare

AREAS FOR GROWTH

80% of NAAN participants are employed but **only 14% are working in their chosen professions. 80% of respondents indicated they needed financial aid support** for an educational program.

How can UNP and its partners break down the financial and systemic barriers that continue to keep new Americans out of the professions they seek?



BUILDING CULTURE AND COMMUNITY

UNP's community partners are celebrating diversity, bridging cultures, sharing resources, and strengthening community by putting on public events throughout the year.

- International Women's Day Event put on by Rwandan Community Abroad Utah
- Hartland Resident Committee's Spring Festival
- Eid Al-Fitr Prayer with the Al Huda Islamic Center
- Eid Celebration with Somali Community Self-Management Agency
- Nepali New Year Celebration with Community Building Services.
- Commemeration of the 1992 Rwandan Genocide by Rwandan Community Abroad Utah

LANGUAGE LEARNING

28

+11 compared to 2022

residents from eight countries took English and Life Skills courses at Hartland through English Skills Learning Center and English Language Institute. **Six student graduated from beginner to intermediate courses. Three are now also studying at Harltand for the Citizenship Test.**



HOUSING

413

residents worked with social work students at the Hartland Welcome Center to access rental assistance, so that they could remain in their homes.

IMMIGRATION LAW

80

residents received free consultations on immigration-related legal concerns. through the newly-relaunched Hartland Legal Clinic, in partnership with the S.J. Quinney College of Law Pro-Bono Initiative. Residents have come with questions related to asylum, deportation, status changes, and family immigration.

ENVIRONMENTAL SUSTAINABILITY

UNP has begun convening a growing coalition of researchers, community leaders, and organizations focused on environmental issues that disproportionately impact west side communities, such as air quality and climate change. UNP and Salt Lake City have brought in new funds to help coordinate this effort.

AREAS FOR GROWTH | Funding is a key need for many capaci ty-building partners, who say they are struggling to meet demand from their communities. These organizations often face structural barriers to larger funding opportunties. UNP should continue ex ploring ways to facilitate more funding connections and build the capacity of organations to evaluate and fundraise.

Building Knowledge

SAMPLE PRODUCTS FROM UNP PARTNERS AND PARTNERSHIPS

Leticia Alvarez-Gutiérrez, Taeyeon Kim, Sonny Partola, Paul J. Kuttner, Amadou Niang, Alma Yanagui, Laura Hernandez, & Jennifer Mayer-Glenn. 2022. **Community-centered school leadership: Radical care and aperturas during COVID-19.** AERA Open, 8, 23328584221096465.

Nathan Manuel (Filmmaker) & Jason Rabb (Editor). 2022. **This was the place.** Documentary film series in partnership with the Salt Lake City Public Library.

Lisa Guernsey, Sabia Prescott, & Claire Park. 2023. **A Pandemic Snapshot: Libraries' Digital Shifts and Disparities to Overcome.** Public Library Quarterly, 42(3), 221-241.

Leah Joyner, Blanca Yagüe, & Adrienne Cachelin. 2023. **Promoting Food Systems Paradigm Shifts through Critical Reflexivity: Exploring Interviews as Intervention.** Social Sciences, 12(5), 280.

Darren Ellerbee, John Kirby, Paul J. Kuttner, Lorna Schwartzentruber, Ashley Valis, & Lina Dostilio. 2023. COVID-19 **Reflections of Hyperlocal, Placed-Based Engagement.** Metropolitan Universities, 34(2).

Sanchez, M. Mayra. (2023, June). **Comunidad Materna en Utah.** Presentation at the Birth and Beyond summit, College Park, MD.

RyLee Curtis, Jennifer Strohecker, & Jaime Wissler. 2023, April. **Opening Keynote**, 2023 Utah State of Reform Health Policy Conference, Salt Lake City, Utah.

Sarah Canham, Ivis Garcia, Jeff Rose, & Shannon Jones. 2022. **Understanding the Impact of Decentralizing Homeless Services on Transportation and Mobility in Salt Lake County.**

Kuttner, P., Washington, M., & Rawlings, L. (2023). **Toward a Research and Practice Agenda for Evaluation in Community-Campus Partnerships**. Metropolitan Universities, 34(3).

Bautista, J. (2023). **Utah Broadband Center Connecting Utah: Digital Access Plan**. Submitted to the Connecting Utah project.



YOUTH VOICES RECEIVES BEACONS OF EXCELLENCE AWARD

Congratulations to Youth Voices! This youth participatory action research collaborative received the U of U Beacons of Excellence Award this year for being "a tireless advocate for positive change."

https://beacons.utah.edu/2022.php

20

PRINT, INTERNET AND RADIO NEWS PIECES

24

ACADEMIC & COMMUNITY-FACING PRODUCTS

BUILDING STRUCTURES TO SUPPORT COMMUNITY-BASED RESEARCH ACROSS THE U

The Community Research Collaborative (CRC) and the VP for Research **relaunched the Communtiy-Based Research Grant Program** with more than twice the funds.

CRC's community-based research principles were **integrated into promotion and tenure guidelines** in the College of Health.

https://community researchcollaborative.org

DR. MOLINA WINS YWCA AWARD

UNP Associate Director Dr. Isabel Teresa Molina-Avella received the **2023 Outstanding Achievement Award** from the YWCA Utah for her many years advancing health and recovery, including co-founding Latino Behavioral Health Services



WEST SIDE COMMUNITY REVIEW BOARD

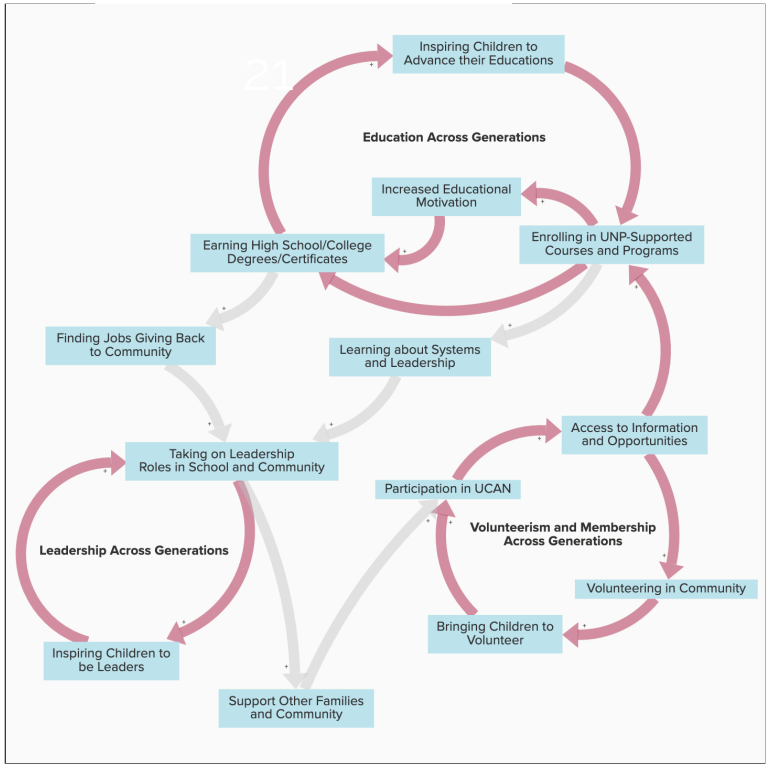
In January 2023, the WSCRB began its work. The board, made up of west side residents, reviews research projects from a community perspective.

534

individuals shared their experiences with technology through **Club Ability's survey of Utah's Spanish-speaking community.** This data was used to develop a **Digital Access Plan**, which is available as part of the Connecting Utah initiative from the Utah Broadband Center.

https://www.connectingutah.com/digital-connectivity-plan





LOOP 1: VOLUNTEERISM & MEMBERSHIP ACROSS GENERATIONS Through UCAN, members have opportunities to volunteer in the community. They bring their children along. Children learn about service and become active members of the network like their parents. "I am proud of my children, that without me having to ask them they go to Partners in the Parks and give service to the community. Maybe because they see us and we are their examples, I felt very proud when I looked at my little boy last year, wearing huge gloves serving water for the people. He was seven years old."

LOOP 2: LEADERSHIP ACROSS GENERATIONS As adult members raise their voices and take on leadership roles in their community or school, it can inspire their children to do the same. UCAN has been around long enough that this cycle is beginning to touch the third generation. "I began to see that I had power, just as my mom began to learn that she has power in schools. When I saw that my mom can do that for me, I said I have to do my part too. I started using my voice in schools. I started doing everything I could in the community...now I am teaching my child also to be a force."

LOOP 3: EDUCATION ACROSS GENERATIONS | Through UCAN, adults enroll in UNP-supported courses and programs, which can motivate them to take more courses, complete high school, and enroll in college. Inspired and encouraged by their parents, children also became more motivated to finish high school and attend postsecondary education. They, too, enroll in UNP's partner programs. They face barriers, but are able to leverage relationships and resoruces through UCAN to help overcome them. "My daughter wants to graduate from something. She wants to stay in college. For one reason or another she has not been able to, but she has the motivation. When she saw that I was participating in a college course she was like, 'Ah, my mom is educating herself.' She also has that desire to excel."

FEEDBACK LOOPS

In complex systems, change doesn't just happen in a linear way, with A leading to B. We often find cyclical dynamics called feedback loops in which A impacts B which impacts A which impacts B and so on. If these impacts are all positive, we call them "reinforcing" feedback loops.

We conducted a storytelling workshop with the Utah Community Advocate Network (UCAN), an intergenerational network of west side families who have worked in the community for almost 15 years. Using a technique called Ripple Effect Mapping, we elicited stories from members and then built a "causal loop diagram" tracking their journeys.

In the causal loop diagram to the left, we highlight three reinforcing feedback loops that cross generations. We often hear about negative cycles, like the cy cle of intergenerational poverty. These are positive cycles of intergeneration al empowerment and leadership in the face of systemic barriers. By understand ing and naming these dynamics, UCAN and UNP can intentionally support them.

FLOWS OF ENERGY

We can understand the UNP network as an "open system" in which energy people, ideas, resources — is constantly flowing in and out. As new partners enter, they both recieve energy and contrib ute energy to the network. This energy is used to drive partnership work, exiting the system to drive change.

To understand these flows, UNP asked partners to share the resources they re ceived and contributed in their work to gether. Resources also flow into the part nerships through grants and fundraising by UNP and partners.

PARTNERS WHO ANSWERED THE UNP SURVEY CONTRIBUTED OVER

12,000

HOURS OF WORK TO PARTNERSHIPS THIS YEAR

SELECTED NEW FUNDING

The University of Utah received around

$3M

for the West Valley College2Career project, scaling UNP's place-based model.

Comunidad Materna en utah received around

$370K

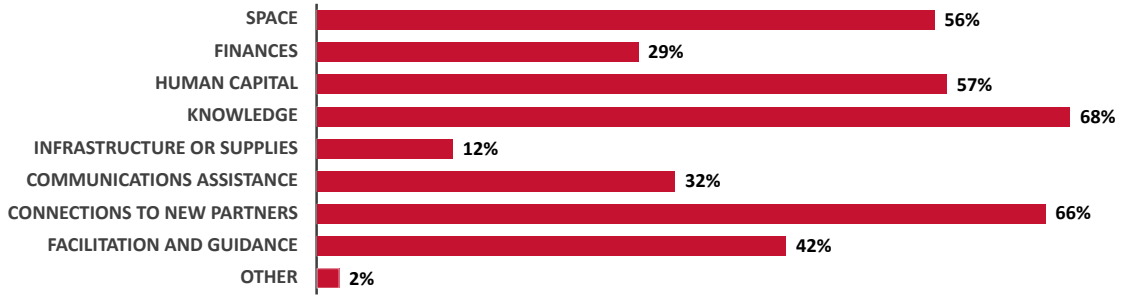
through the WIC Community Innovation and Outreach Project

The School of Medicine received a HRSA grant

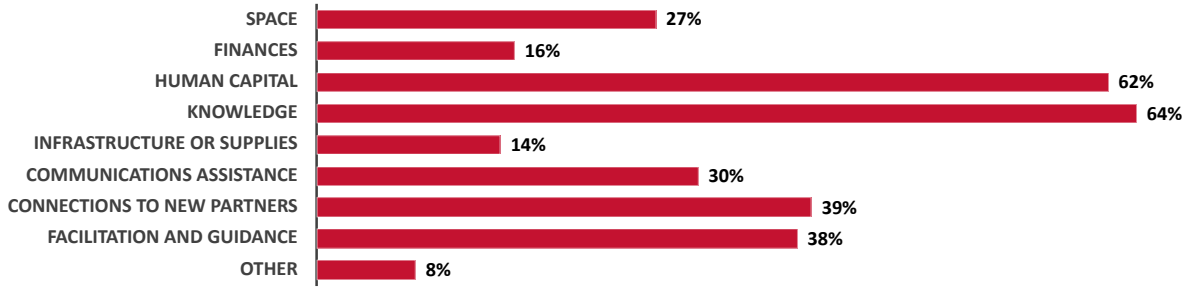
$2.4M

for a Residency program in partnership with UNP and Latino Behavioral Health Services

Over the past year, what types of resources did you, your organization, or your department ACCESS through the partnership?



Over the past year, what types of resources did you, your organization, or your department CONTRIBUTE through the partnership?



FINAL REFLECTIONS

This year was clearly one of growth for UNP. The evidence indicates that UNP-sup ported partnerships continue to enhance individual and collective capacity. We hear from partners and participants that, through their engagement, they are increasing confidence, hope, educational motivation, social capital, and community organiza tion. People in these partnerships are growing as leaders and learners, and the com munity as a whole is getting stronger.

Partners overwhelmingly report that partnerships are having positive impacts on west side communities, institutions, and the university, which is borne out by the examples shared. Partners report that, for the most part, partnerships are living up to UNP's principles of mutual benefit, shared leadership, and community voice. More over, the evaluation documented the enormous amount of time, money, and other resources partners are contributing to these partnerships, multiplying the invest ment from the university.

The evaluation identified critical areas where additional resources and work are needed such as early childhood education, mental health, and fund raising for community-based organizations. UNP can address these issues by building on its strengths: a broad network, partnership models that have shown to be successful, and an ability to adapt to the complex systems in which UNP works.