UNP Network Evaluation

2023-24



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: An awards ceremony for students that completed the soccer season with the non-profit Hartland Community 4 Youth & Families.

Above: Youth Center students pause during an activity to smile for the camera.

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

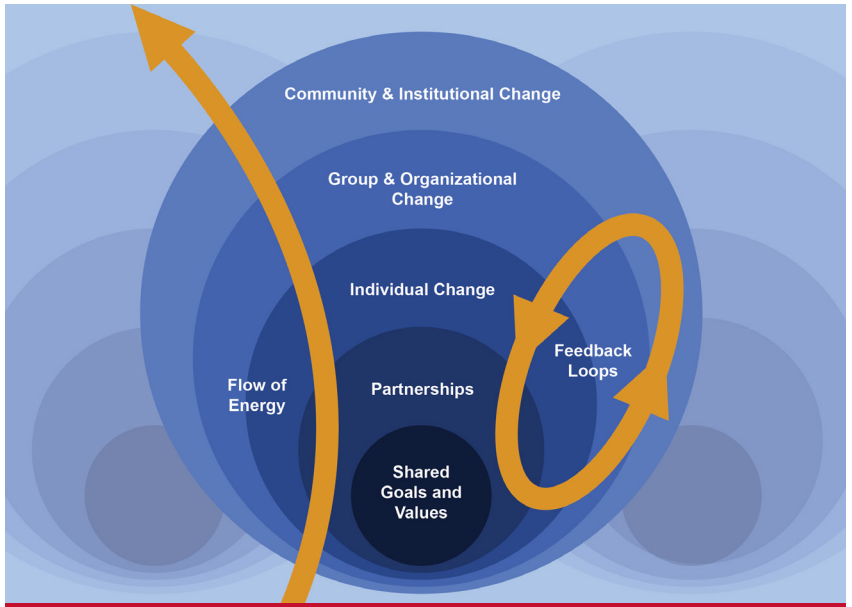
THE IMPACT OF THE NETWORK SPREADS OUT ACROSS SYSTEM LEVELS LIKE RIPPLES IN A POND — FROM INDIVIDUALS AND FAMILIES, TO GROUPS AND ORGANIZATIONS, TO THE LARGER INSTITUTIONS AND COMMUNITIES IN WHICH UNP WORKS.

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?

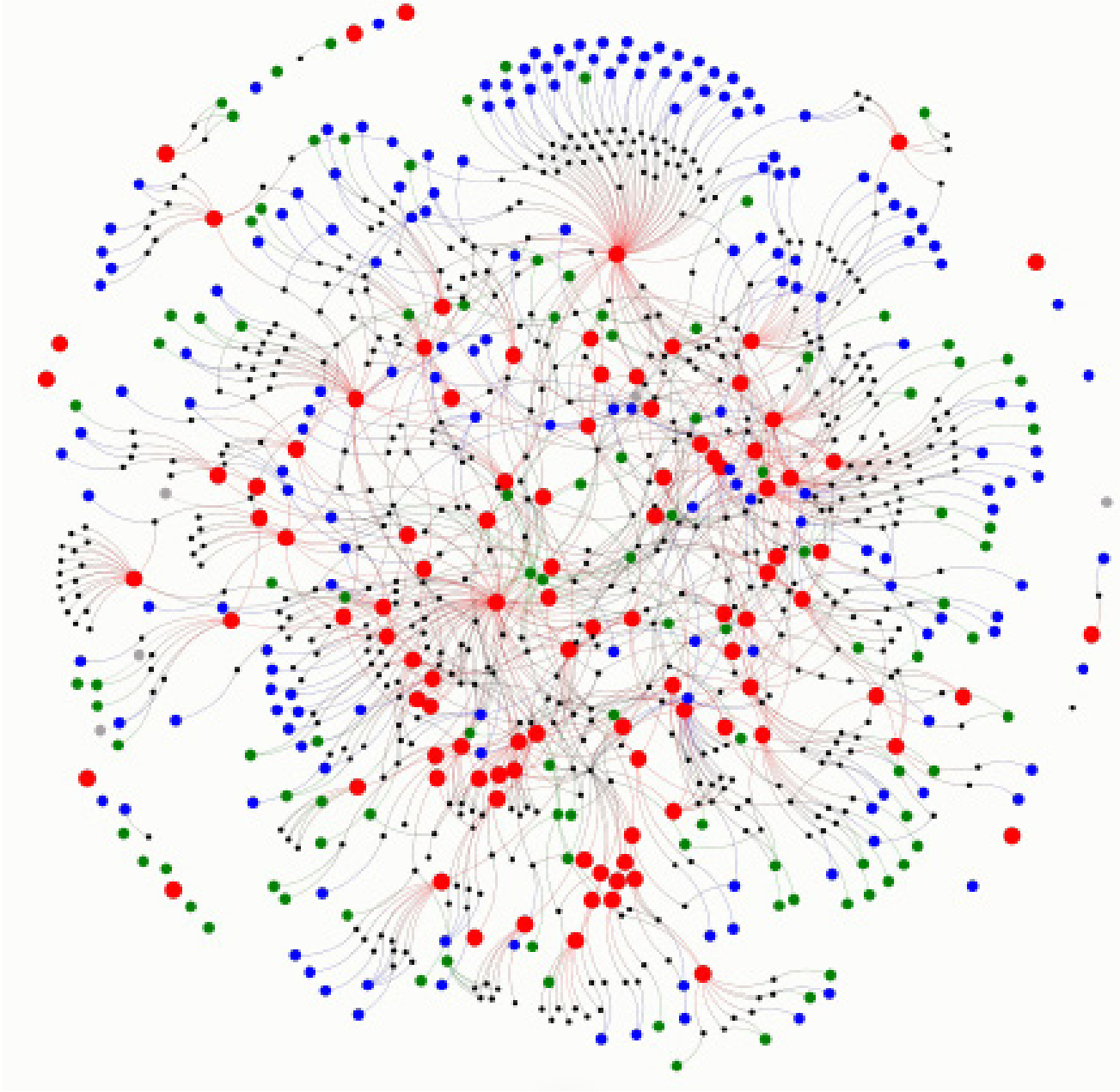
UNP does not run programs led by staff. It is a convener and catalyst for a growing network of partners and partnerships. Evaluating such a network is complicated. Decision making is decentralized, with each partnership developing its own goals. Key Impacts have multiple causes, and often cannot be defined 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, 66 partners answered the new partnership survey and 108 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 2023-2024. 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

94
PARTNERSHIPS
+18 compared to 2023

95
HIGHER ED DEPARTMENTS AND OFFICES
+15 compared to 2023

172
ORGANIZATIONS/ INSTITUTIONS
+12 compared to 2023

1345
CONNECTIONS BETWEEN ELEMENTS IN THE NETWORK
+185 compared to 2023

544
PARTNERSHIP LEADS
+67 compared to 2023

166
COMMUNITY RESIDENTS LEADING PARTNERSHIPS
+11 compared to 2023

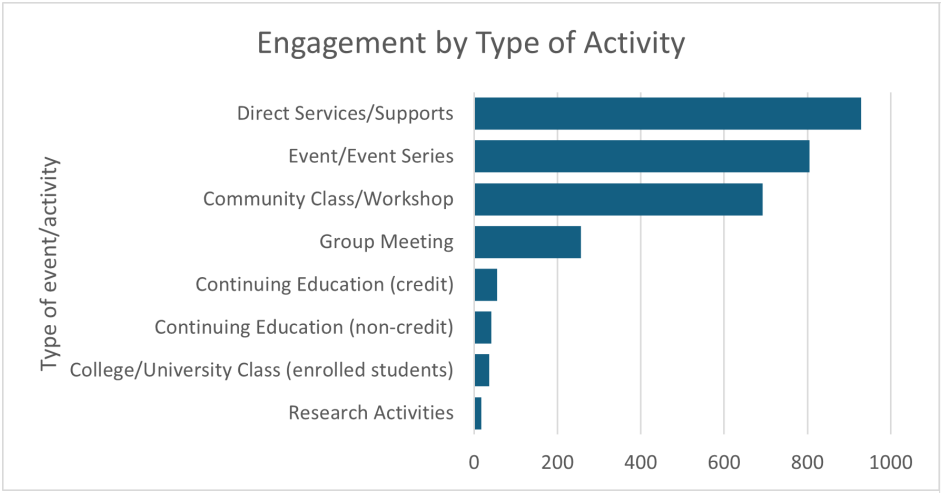
8,220
TOTAL PARTICIPATION IN PARTNERSHIP ACTIVITIES
+ 1141 compared to 2023

AREAS FOR GROWTH | While the overall number of partners is growing, the number of residents leading partnerships has not grown at a comparative rate to our other metrics. Supporting new or returning resident leaders to engage in UNP's new partnerships could be a focus next year.

The Big Picture

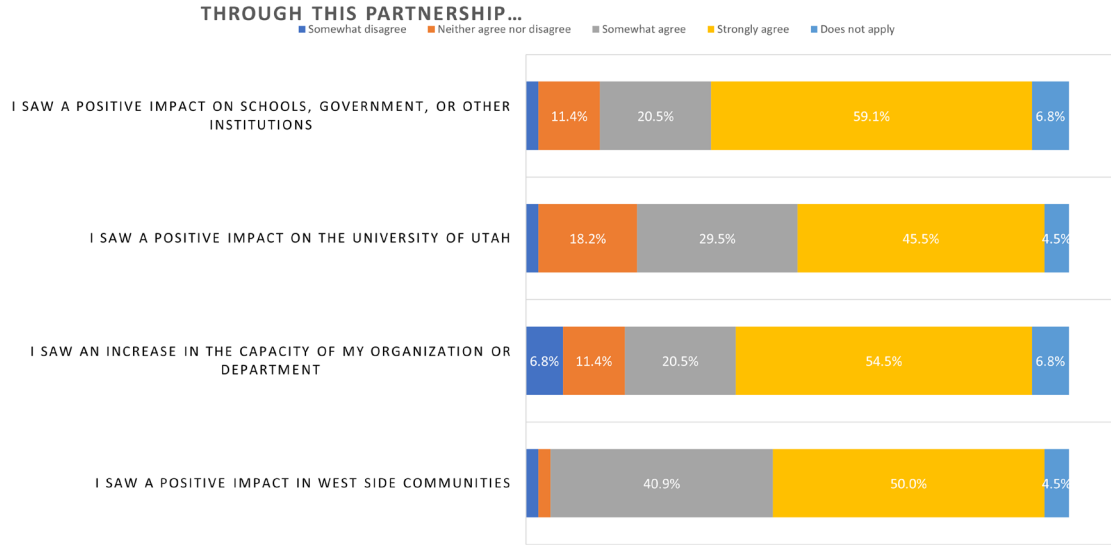
HOW PARTNERS ENGAGE

What activities are people engaged in?



AREAS OF IMPACT

Where do our partners see the partnerships making an impact? (n=44)



PARTNERSHIP QUALITY

Are partnerships living up to UNP's partnership principles? (n=47)



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

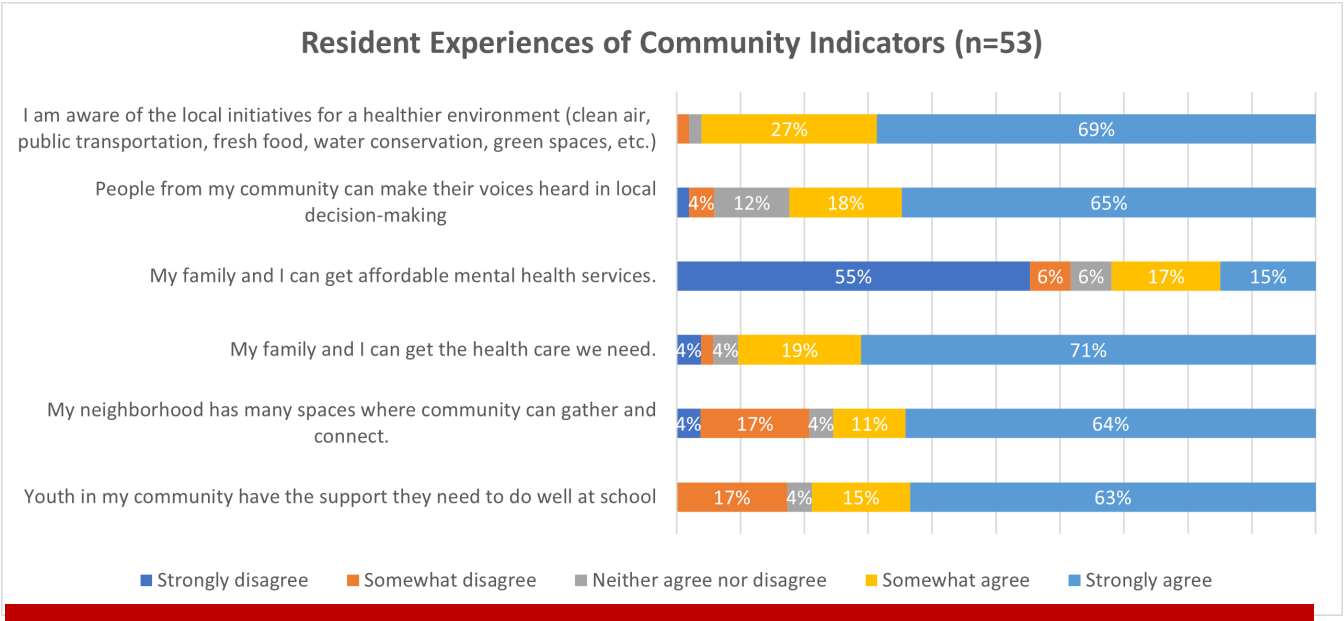
The UNP network focuses on two geo graphic areas: west side Salt Lake City (zip codes 84104 and 84116) and West Valley City, including 84119, 84120, and 84128.

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.



	SW SLC	NW SLC	WV Center	WV WEST	WV East	State Avg.
SHARE OF ADULTS WHO REPORTED FAIR OR POOR GENERAL HEALTH	25.8%	33.1%	21.9%	21.4%	23.3%	13.5%
SHARE OF ADULTS WITHOUTH HEALTH INSURANCE	20.8%	20.1%	16.2%	11.8%	24.7%	8.8%
SHARE OF ADULTS THAT HAVE NOT HAD A ROUTINE MEDICAL CHECKUP IN THE PAST 12 MONTHS (2020-2022)	40.6%	37.8%	33.1%	25.8%	29.4%	30.0%
SHARE OF ADULTS THAT DO NOT HAVE A PERSONAL DOCTOR OR HEALTH CARE PROVIDER (2020-2022)	34.1%	32.2%	23.3%	18.3%	32.5%	21.3%
SHARE OF ADULTS THAT HAVE NOT SEEN A DENTIST OR BEEN TO A DENTAL CLINIC IN THE LAST YEAR OR MORE (2020+2022)	52.7%	44.0%	31.8%	30.4%	37.0%	27.7%
SHARE OF ADULTS THAT NEEDED TO SEE A DOCTOR IN THE LAST 12 MONTHS, BUT WERE UNABLE TO BECAUSE OF COST (2020-2022)	13.1%	12.3%	18.8%	11.3%	15.4%	10.7%
LIFE EXPECTANCY (2018-2022)	75.0	77.4	77.4	76.9	77.2	79.4

Data provided by the Kem C. Gardner Policy Center at the University of Utah. 2021-2022 (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 West Side Leadership Institute class, which is a long-running partnership that supports west side residents to take positive change in their communities.

CONFIDENCE AND HOPE

UNP partnerships support individuals in building their capacity to lead.

86%

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

89%

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

619

+91 compared to 2023

parents, youth, and community members took part in in classes and programs aimed explicitly at leadership development.

10

+3 compared to 2023

grassroots leaders are in WLI: Startups where they receive support for launching or strengthening community-based organizations or businesses.



HIGHLIGHT

Freda Sauni is a Glendale resident and the "Queen of Selfies". Freda has been a regular participant with the Westside Leadership Institute (WLI). She is graduating from the program this fall and is a current coordinator for WLI. Since joining WLI, she co-founded **Breathe4Trees**, a non-profit focused on achieving environmental sustainability through tree planting initiatives.

"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



The Utah Community Advocate Network helped to organize a walk out from East High School to Glendale Middle school. The 2 ½ hour walk by students, family, and community members, worked to show the benefits of creating a high school on the west side of Salt Lake City. Currently, west side students are limited in their involvement at East High due to the distance they have to travel.

WESTSIDE LEADERSHIP INSTITUTE GROWS INTO WEST VALLEY CITY

Westside Leadership Institute, a long-running partnership with local leaders and NeighborWorks Salt Lake, successfully completed their first year of their Fundamentals course in West Valley City, with 77 students graduating WLI in total this year. 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 have taken on advocacy roles, leading to positions in local and state government. UNP does not currently have a strong system for supporting or tracking this type of leadership tra jectory. How might UNP and partners intentionally support residents moving into government leadership, as they have with residents starting community-based organizations?

Health, Wellbeing, & Environmental Justice



Community leaders planting trees at an event hosted by Breathe4Trees, a local non-profit focused on cultrally sustaining environmental education.

UNP & THE ENVIRONMENT

This past year, based on feedback from community members, UNP formalized environmental work as one of our focus areas. Residents had several ideas of what they wanted to see change in their community such as:

- Improved public transportation
- More green spaces
- Improved air quality
- Green energy alternatives and jobs
- Education on environmental issues and responses

1,376 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.

518 residents took part in health-related classes and workshops

PROXIMA CAREERS LAUNCHED

The University of Utah has worked closely with education and healthcare leaders to learn more about how to address Utah's health workforce shortage. Out of that work, a new agency, Proxima Careers, was launched. Proxima builds pathways into healthcare careers by providing a trusted navigator from beginning to end and connecting individuals to partner organizations.

CASE MANAGEMENT

The Case Management Certificate program, a collaboration between UNP, the College of Social Work, and Bridging Borders, launched a Spanish language cohort. **18 Spanish language students** enrolled this past year, in addition to **66 English language students** from around the globe.

"THE COURSE MATERIALS THAT HAVE BEEN PROVIDED FOR US HAVE TAUGHT ME SO MUCH ABOUT THE WORLD...[THEY] HELPED ME REALIZE MORE ABOUT THE PEOPLE AROUND ME AND MYSELF WHICH WAS VALUABLE AT THIS POINT IN MY LIFE."

-Case Mangement student

UHEALTH COMMUNITY MENTORSHIP PROGRAM

UHealth & UNP launched this mentorship program to build reciprocal mentor-mentee relationships between West Valley City community leaders (mentors) and U Health leaders (mentees). Participants share their strengths, skills, and lived experiences to enrich everyone's knowledge and understanding. This mutually beneficial relationship should help foster a sense of community and responsibility between the two groups.

AREAS FOR GROWTH | Only 28% 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.

Environmental Justice Partnership Work



Based on feedback from residents, UNP has now expanded our work to include the environment. We have two main established partnerships with the Climate of Hope Board and our Environmental Justice Resident Committee (EJRC). The Climate of Hope Board is primarily a partnership with the Natural History Museum of Utah (NHMU), and Hartland Community 4 Youth & Families (HC4YF). Members consulted on research and exhibit development on the "Climate of Hope" exhibit at the NHMU, in addition to engaging west side residents on environmetal issues.

The EJRC is a partnership with the Salt Lake City Corporation and the SLC Climate Pollution Reduction Grant. West side residents are now working side-by side with SLC Office of Sustainability employees to develop a comprehensive, economy-wide climate mitigation plan that will support actions to reduce greenhouse gases and harmful air pollutants. Both groups work to identify and develop community led environment projects, resilient community and better quality of life to achieve environmental justice.

"I HAVE BEEN PART OF A LOT OF ENVIRONMENTAL NETWORKS, AND THE ONE UNP HAS CONVENED FOR NEARLY A YEAR WITH THE ENVIRONMENTAL INSTITUTION GROUP IS SPECIAL. IT'S OPENED DIALOGUE, OFFERED CONNECTION, HELPED US GROUND OURSELVES WHILE ALSO THINKING BIG, AND GIVEN ME THE OPPORTUNITY TO LEARN FROM COLLEAGUES, NEW AND OLD. I APPRECIATE THE UNIQUE WORK UNP DOES IN BRINGING PEOPLE TOGETHER- AND I'M SO THRILLED THEY ARE TAKING THIS SKILLSET INTO THE ENVIRONMENTAL SPACE IN SALT LAKE. WE HAVE SO MUCH IMPORTANT WORK TO DO TOGETHER!"

- Sophia Nicholas, Energy & Environment Division Director, Salt Lake City



Hartland Community 4 Youth & Families

NATURAL HISTORY MUSEUM OF UTAH
Rio Tinto Center | University of Utah

OMSI
Oregon Museum of Science and Industry

CLIMATE OF HOPE BOARD HIGHLIGHTS

- **4** HC4YF visits to the museum, bringing hundreds of residents to the exhibit
- Participated in **7** community events, engaging dozens of community members about climate change
- Supported the "Wake of Hope" story telling project, amplifying voices of indigenous narratives of sutainability
- Traveled to Portland to present and learn with the **Oregon Museum of Science and Industry**







Education Pathways



Students receiving awards at an end of season celebration for Hartland Community 4 Youth & Families.

EDUCATIONAL MOTIVATION

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

82%

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

"I AM VERY APPRECIATIVE OF THE DEDICATION AND SUP PORT THEY BRING TO THE COMMUNITY."

Community Advocate

YOUTH POWER & COLLEGE ACCESS

23 students were awarded UNP scholarships to support their educational journey into higher ed. Students attended: University of Utah, Salt Lake Community College, Weber State University, and Taylor Andrews Academy. UNP received double the funds from a private donor, Discover Financial, and the Glendale Community Learning Center for the 2024-25 academic year.

170 participants attended a Mental Health Series in partnership with Latino Behavioral Health Services and the Utah Community Advocate Network. Families learned about bullying, substance use prevention, suicide prevention, and other helpful topics.

HARTLAND COMMUNITY 4 YOUTH & FAMILIES

One of UNP's longest partnerships, HC4YF, engaged 105 community members in their soccer, winter sports, and community programming. Their executive director, "Coach Juan", continues to expand his staff and offerings for the community.

"[THE POEM] WAS AN EMOTIONAL RELEASE FOR ME. I KNOW OTHERS HAVE GONE THROUGH LOSS AND I WANTED TO SHARE MY STORY."

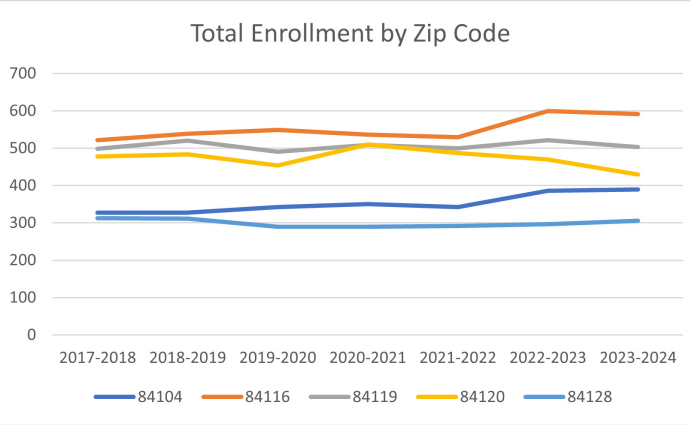


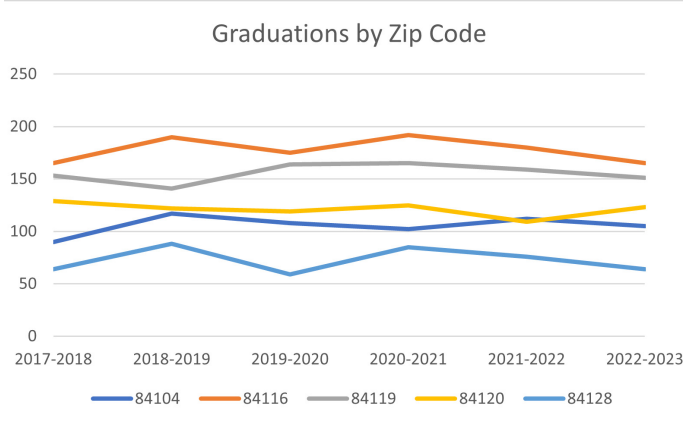
As I take that broken
breath and walk through
those double doors that lock
as soon as I am through
as I walk into the room
where all eyes are stairing
but not one glances up
they take note of my presence
but take no notice of me
they say we still have our
freedom but I've never once
felt free they say they the
the system is here to fix
you but I was never broken
they say the system is here
to lift you but I was
never on the ground they
make the great greater
and break down the weak
so as I walk through
those double doors I dare not speak



Truth Cypher is a small collective of educators and artists working within Salt Lake City's westside to create spaces of truth-telling, belonging, and counter-story sharing. Sharing They worked with students at secure facilities to develop and print books of art & poetry. Due to the interest in the poetry slam, another round of artwork and poems were put together by youth participants in JJYS facilities for the 2024 Poetry Slam Book. Cover art for the 25th volume of Community Voices displays some of that artwork.

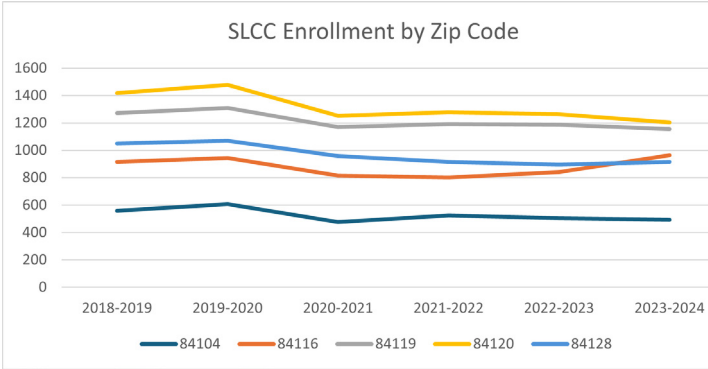
UNIVERSITY OF UTAH

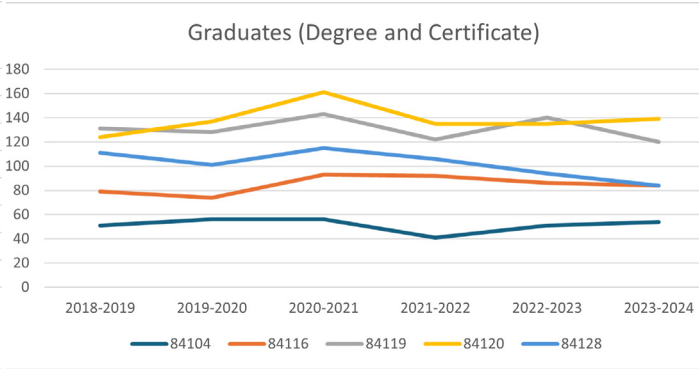




Data for 2023-24 was not available at the time of this report

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 over time. How ever, there is a noticeable trend down ward in one area of West Valley (84120) which could signal an area for growth.

- **SLCC Enrollment** from our zip codes has been on the decrease, with a particularly 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. At SLCC, while graduations have generally leveled out recently, an other West Valley area (84128) has expe rienced a consistent decline; more study is needed to determine potential causes.

Community Capacity

SOCIAL CAPITAL

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

93%

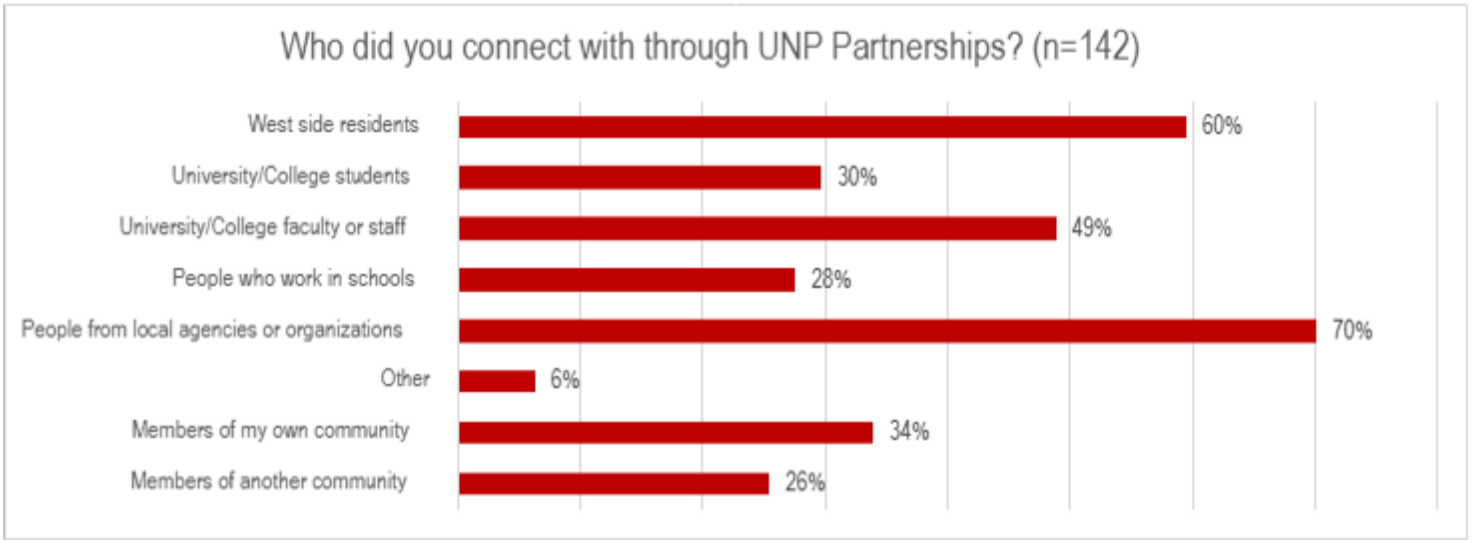
of partners and par ticipants say that they **connected with new people** through their partnerships.

94%

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



Leaders from the Utah Community Advocacte Network and university students graduating from the Intro to Family Leadership in Education class.



UNP Impact: As told by the Hartland Resident Committee

Beyond the numbers and figures, one of the ways we can measure impact is through story. The following pictures were collected through a pho tovoice project conducted with the Hartland Resident Committee. This group of dedicate residents advises the Hartland Center on initiatives that are valuable to the community.
Through this project, they shared their journey of joining UNP, the im pact they have felt, and their future goals. Their experiences reflect UNP's multi-faceted impact, showing both the tangible and intangible resources they have gained. Three prominent themes emerged from the project, which are shared. We thank all involved for being willing to share a part of their story with us.

THEME ONE: RIPPLE EFFECT OF NETWORKING

Relationships are so powerful. Residents typically came into contact through UNP via a relationship they developed in the community. When they interacted with UNP, their circle of relationships expand-ed, leading to both greater individual and community success.



"[THROUGH CONNECTING WITH UNP], I DECIDED TO GO BACK AND DO THE GRE ... IT WAS NOT AS SCARY AS I THOUGHT."

"UNP HAS PROVIDED EQUIP-MENT, SPORTS FEES, AND SUPPLIES AND SUPPORTS THE PARTNERSHIP WITH JAYHAWKS HOUSE."





THEME TWO: RESOURCES AND FACILITIES

Multiple residents continued to mention the impact of the resources their contact with UNP has provided. The use of the Hartland building in particular, was highlighted multiple times.



THEME THREE: DESIRE FOR MORE PROMINENT REPRESENTATION AND SUSTAINABLE SUPPORT

Each resident shared slightly different future goals during this process, emphasizing community empowerment, political engagement, resource access, and story-telling. Their stories highlighted both the successes we've had, and where we need to continue to move next as a community.



"THE PARENTING GRADUATION CLASS ... I DO THOSE AT HARTLAND. THE BUILDING IS VERY HELPFUL FOR US.

"THEY'RE WELCOMING PEOPLE NO MATTER WHAT: WHERE YOU COME, WHERE YOU CAME FROM, THEY DON'T ASK ME."

Building Knowledge

The following are just some examples of how UNP shares our knowledge and impact with the broader community. While this does not contain everything we do to share out information, these are good examples of this work in action from both our staff and partners.

SAMPLE PRODUCTS FROM UNP PARTNERS AND PARTNERSHIPS

Cachelin, A., Joyner, L., Kuttner, P., Magana, G. R., Montoya, E., Martinez, J., Taddie, K., Yagüe, B., & Banerjee, D. (2024). **Embracing the Journey: Growing Educational Pathways for Food Sovereignty**. In A. Antunes & J. Howard (Eds.), All In: Community Engaged Scholarship for Social Change.

Cedillo, M., Miller, M. N., Portugal, G., Cortés, P., Molina, I. T., Conroy, M. B., & Estabrooks, P. (2024). **Paso A Paso: Designing A Culturally Relevant Diabetes Prevention Intervention for Hispanic/Latino (Hispanic) People Based on Diabetes Prevention Program (DPP) Intervention Principles**. Poster presentation at American Heart Association conference.

Kuttner, P. J. (2023). **The right to belong in school: A critical, transdisciplinary conceptualization of school belonging**. AERA Open, 9

Kuttner, P. J., Rawlings, L., & Washington, M. (2023). **Toward a research and practice agenda for evaluation in community-campus partnerships**. Metropolitan Universities, 43(3).

Hernández, L., Kuttner, P.J., López, G. R., Mayer-Glenn, J., Alvarez Gutiérrez, L., Kim, T., Niang, A., Partola, S. & Yanagui, A. (2024). **Families and Educators Co-Designing: Critical Education Research as Participatory Public Scholarship**. Handbook of Critical Education Research: Qualitative, Quantitative and Emerging Approaches.

Yapias, K., Cachelin, A., Trujillo, M., & Schmit, K. (2024). **Nothing About Us Without Us-Community First 20 Years of lessons learned from UNP**. Presentation at the Conference on Community-Engaged Scholarship & Teaching.

FINAL REFLECTIONS

This year was clearly one of growth for UNP. The evidence indicates that UNP-supported 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 organization. People in these partnerships are growing as leaders and learners, and the community 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. Moreover, the evaluation documented the enormous amount of time, money, and other resources partners are contributing to these partnerships, multiplying the investment 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.