

# **A Community Coming Together**

University Neighborhood Partners Long-Range Plan  
2019–2024



## **Background**

University Neighborhood Partners (UNP) is a department of the University of Utah, committed to fostering collaboration between the University and west side Salt Lake City neighborhoods. Founded in 2001, UNP is the result of an explicit move by the University of Utah's highest administration toward greater civic engagement. UNP builds partnerships focused on resident-identified issues and opportunities in areas such as education, leadership, employment, health, and housing. UNP's long-term goal is to decrease barriers to higher education while advancing the University's mission to promote knowledge generation, student success, and quality of life.

In Fall 2017, UNP launched a planning process to establish a set of priorities and strategies for the next five to ten years. A planning committee led this process with support from Kilo Zamora, consultant and long-time partner. Additional support came from UNP staff and the UNP Advisory Board, which is made up of representatives from all of the department's stakeholder groups. The process included interviews and focus groups with over 200 people from west side neighborhoods, the University, and local organizations and institutions. In addition, the planning team drew from research on UNP's history, impact, and context.

The resulting plan presents a set of four key priority areas that will guide the work of UNP in the coming years. These priorities represent an affirmation of UNP's core mission and goals, as well as a call for UNP to adapt and respond to dynamic changes taking place in west side neighborhoods, at the University, and in the country at large. To that end, UNP understands this plan to be a living document that will evolve over time.

### **A Note on Terminology**

Some clarification is necessary as to how key words are used in this document. The term "resident" here refers to individuals who live in, have lived in, have family in, or are otherwise an integral part of west side Salt Lake City neighborhoods. "Partnership" refers to any collaborative effort that brings together different UNP stakeholders around shared goals. "Partners" include any individuals, organizations, or institutions that are involved in leading these partnerships. "Community" refers broadly to all UNP stakeholders, including those from west side neighborhoods, the University, and other partner institutions.

## **Mission, Vision, and Values**

### **Our Mission**

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

### **Our Vision**

The University and west side neighborhoods share a vision of 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.

### **Our Values**

- UNP is committed to mutual respect, empowerment, and learning rooted in diverse life experiences.
- Understanding and knowledge are furthered by the open, active, and mutual sharing of information and resources.
- Multiple kinds of knowledge and life experiences are central to address social, community, and University issues.
- Knowledge is power and must be available to everyone.
- It is the right of all people to have access to the greatest range of opportunities; it is the choice of each individual how to utilize these opportunities.

## Long-Range Priorities & Strategies

### **Priority 1: Interweaving for Deeper Impact**

Deepen the impact of UNP-supported partnerships through a stronger interweaving of west side neighborhoods, the University of Utah, and influential institutions around shared questions, priorities, and successful models.

#### *Strategy 1: Depth & Sustainability*

Identify partnerships and strategies that are effective and have momentum. Focus on deepening that work and creating structures to support partnership sustainability.

#### *Strategy 2: Partnership Capacity*

Support partners and partnerships in building their capacity to take on roles related to convening, goal setting, assessment, and evaluation.

#### *Strategy 3: Horizontal & Vertical Integration*

Increase communication, resource sharing, and collaboration horizontally — across partnerships, sectors of the community, and stakeholders — and vertically, across levels of decision-making.

#### *Strategy 4: Knowledge Building*

Deepen our shared knowledge base through community-engaged research focused on the work and priorities of partnerships.

### **Priority 2: Resident Leadership**

Amplify the leadership and engagement of west side residents in defining, creating, and participating in the evolution of the west side.

#### *Strategy 1: Representation in Institutions*

Increase the representation and influence of youth and adult residents on decision-making bodies so that these bodies reflect the richness and diversity of west side communities.

#### *Strategy 2: Resident Leadership Networks*

Foster networks and spaces through which resident leaders of all ages and backgrounds can access resources and engage in mutual support, learning, action, and partnership.

#### *Strategy 3: Leadership & Wellbeing*

Increase the capacity of west side neighborhoods, the University, and local institutions to sustain the wellbeing of resident leaders and the broader community.

#### *Strategy 4: Participatory Research*

Facilitate university-neighborhood research projects that include residents as researchers, addressing resident-defined priorities.

### **Priority 3: Education Pathways**

Enhance opportunities for people to achieve their goals and contribute to community through diverse, equitable, culturally responsive, and transformative educational pathways.

#### *Strategy 1: Mutual Learning*

Increase opportunities for postsecondary students and educators to collaborate with pre-K-12 students and educators in mutual learning, inspiration, and empowerment.

#### *Strategy 2: Family-School Collaboration*

Strengthen the capacities of families and educational institutions to build trusting relationships with one another, and create opportunities for collaboration.

#### *Strategy 3: Decreasing Barriers to Education*

Strengthen hubs and networks — in our neighborhoods and at the University — through which partners can collaboratively address the multi-level barriers people face to accessing educational opportunities.

#### *Strategy 4: Lifelong Education*

Support education institutions and community groups in creating and connecting learning opportunities, through which individuals of all ages can define and further personal, professional, and community goals.

### **Priority 4: Engagement & Understanding**

Engage and communicate more effectively with the University, west side neighborhoods, and broader audiences in ways that increase understanding, encourage participation, and influence the work of others who could learn from UNP and its partners.

#### *Strategy 1: Sharing Knowledge*

Disseminate knowledge from the work of UNP, and the partnerships it supports, through academic and practice-oriented outlets at the local, state, and national level.

#### *Strategy 2: Campus Engagement*

Increase engagement and presence on campus, while improving the University's understanding of UNP and the partnerships it supports.

#### *Strategy 3: Storytelling*

Engage partners in sharing their stories of partnership work, impact, and the life of west side neighborhoods.

#### *Strategy 4: Communication*

Establish consistent, authentic messaging and communication techniques that speak to UNP's diverse audiences and stakeholders.