



Westside Community Partnerships Initiative

A WORKING DRAFT FOR COMMUNITY INPUT

Developed in collaboration
with the National Association
for Latino Community Asset Builders



NALCAB

NATIONAL
ASSOCIATION FOR
LATINO
COMMUNITY
ASSET
BUILDERS

AN INVITATION TO COLLABORATE

Universities serve as one of our society's greatest equalizers, opening the doors of opportunity for all. Indeed, driving social mobility through education is at the very core of UTSA's mission.

To be a true urban-serving university, our engagement and partnership with San Antonio communities is essential. We have a firm commitment to deepen the university's relationships with all areas of the city, with a particular focus on San Antonio's historically underserved neighborhoods.

The **President's Initiative on Westside Community Partnerships** represents our first step toward fortifying UTSA's engagement city-wide. It's a natural place to start. UTSA's Downtown Campus is geographically nestled between the city center and the historic Westside, a culturally rich, working-class community with a vital small business sector and high rates of home ownership.

Our vision to expand UTSA's Downtown Campus over the next decade will be informed and influenced by this historical and cultural context. Our aim is to balance campus growth with the preservation of existing community assets – the heritage, artistic legacies, social movements and strong neighborhood identity that shape San Antonio's Westside.

There are many ways in which UTSA is already productively engaged in partnerships throughout the Westside. This initiative will strengthen and define those existing partnerships while opening the doors wide to new ones. It represents the next level of institutional focus and coordination to allow UTSA to be the best community partner it can be.

This initiative outlines the framework and principles that will guide us. It describes specific themes under which we seek to develop partnerships, the methods we will use to measure and communicate our progress and a structure for pursuing community inclusion in future planning and developments.

That said, this document is just a starting point. We are releasing this working draft to the community for feedback and to extend an invitation to collaborate. Our hope is that this draft inspires ideas, conversations and new avenues for how UTSA and the Westside can work together toward mutual goals.

We look forward to your thoughts!



Taylor Eighmy
President



INITIATIVE CHARGE

Through this initiative, UTSA seeks to amplify the economic and cultural strengths of the Westside by marshalling UTSA talent and resources to engage in strategic community partnerships. UTSA will develop a coordinated approach in alignment with the university's commitment to delivering a world-class education to communities in San Antonio's urban core.

APPROACH

UTSA engaged the National Association for Latino Community Asset Builders (NALCAB) to assist in developing this initiative and to conduct research on vulnerable people and institutions on the Westside. NALCAB is a national, non-profit organization based in San Antonio that works with community-based institutions and units of government throughout the country to plan and implement equitable neighborhood development efforts.

NALCAB's Guide to Equitable Neighborhood Development articulates a set of principles that UTSA views as valuable guideposts for our downtown development and community partnership efforts.

- » Ensure transparency and public accountability in decision making
- » Promote public participation that addresses disparities in access for different populations, includes community organizing efforts, and incorporates education for all stakeholders
- » Value and balance both the experiences of community members and technical expertise
- » Ensure that public policy and public-sector investment advance a public interest
- » Advance economic security and mobility for low- and moderate-income communities by increasing access to affordable housing, transportation options, good jobs, high-quality education, resources for healthy living, and opportunities for wealth creation
- » Be data-driven
- » Respect local history and culture
- » Acknowledge and address legacies of racial/ethnic inequality
- » Promote resiliency for the built environment and for vulnerable populations
- » Connect to broader planning efforts, including those related to housing, transportation, economic development, and health

This initiative is intended to positively impact the Westside community around four key themes:

- » Creating Pathways to Economic Prosperity
- » Creating Pathways to Educational Excellence
- » Community-Based Research, Sustainable Partnerships & Advocacy
- » Fostering Community-Campus Engagement

UTSA will engage in community partnerships in alignment with these themes. UTSA values the many, widely ranging partnerships with the Westside community that are already in place. This initiative will help to contextualize our existing partnerships and seek new ones while clarifying how they fit into a broader framework.

OVERSIGHT AND IMPACT MEASUREMENT

This initiative will be led by the Vice President for University Relations, working in conjunction with an internal Steering Committee and a Westside Community Advisory Council made up of key external stakeholders and community partners. Both groups will periodically review the goals and progress of this initiative and help guide its evolution over time.

Westside Community Advisory Council

UTSA will identify 10-12 stakeholders who share a deep commitment to the Westside and who are willing to meet quarterly to provide guidance and feedback to the Vice President of University Relations and, semi-annually, to the President regarding the planning and implementation of this initiative.

Internal Steering Committee

Chaired by the Vice President for University Relations and consisting of the chairs of each task force, the Steering Committee provides oversight and direction regarding UTSA's Westside community partnership efforts. Initially, this group will work to establish UTSA's new Westside Community Advisory Council.

In addition, the Committee will determine the sequencing and resources needed to follow through with action items designated for each task force and establish mechanisms to collect impact data. At the end of 2020, the Steering Committee will share information gathered in an annual Westside Community Impact report.

The Steering Committee will also determine potential roles for UTSA in regard to issues identified in NALCAB's forthcoming study on vulnerable populations near the Downtown Campus.

Task Forces

UTSA will organize itself internally into task forces, each with a specific charge related to the themes defined above. Each task force will seek to coordinate well-defined partnerships in order to achieve an overarching vision. Additional task forces may be formed based on community input and as partnerships develop.

Impact Measurement

Each task force will have their own individual goals and metrics for measuring impact. The Office of University Relations will seek to be a clearinghouse for information about the university's engagement in the Westside and to aggregate relevant data.

Unless otherwise defined, UTSA will seek to measure its impact under this plan in the following zip codes: 78207, 78237, 78226, 78228, 78201, 78227, 78236 and 78204. A particular emphasis will be placed on determining the focus of community partnership efforts and impacts in zip code 78207, which is closest to the Downtown Campus.

COMMUNICATIONS, PARTNERSHIPS & COMMUNITY INPUT

Active communication, feedback solicitation and engagement with existing and new partners will all be key to the success of this initiative.

Communications

UTSA will develop targeted strategies to raise awareness among residents, business owners and other stakeholder audiences regarding UTSA's services, programs, research and other opportunities benefiting the Westside community. Making communications materials available in Spanish and understanding the scope of the digital divide in Westside neighborhoods will be integral to the work of this initiative.

Partnerships

UTSA seeks to engage new partners in this effort. This framework will help prospective partners to more easily connect with UTSA and to understand how the university sees its own role. UTSA invites any individuals or organizations interested in exploring partnerships to submit our online UTSA Partnership Exploration form (utsa.edu/westsidepartnerships) or contact Elvira Leal, Assistant Vice President of Community Relations, at 210-458-4009 or elvira.leal@utsa.edu.

Community Input

This initiative framework is a working draft, intended to act as a starting point to be further shaped by community input and additional partnerships. UTSA is very interested to hear your ideas for how the university can deepen partnerships with the Westside community through additional or alternative approaches. Send your thoughts to Elvira Leal, Assistant Vice President of Community Relations, at elvira.leal@utsa.edu, or call 210-458-4009.



Westside Community Partnerships Initiative

T A S K F O R C E S

TASK FORCE ON CREATING PATHWAYS TO ECONOMIC PROSPERITY

CHARGE

With a focus on creating economic opportunities, this task force will explore and develop localized employment and small business development pathway programs for Westside residents. Part of the task force's work will be to gain a full understanding of Opportunity Zone incentives impact for the Westside.

CO-CHAIRS

Al Salgado

Assistant Vice President for Small Business and Community Engagement
UTSA Institute of Economic Development

Sylvia Enriquez

Associate Vice President of Human Resources

POSSIBLE ACTIVITIES

- » Establish avenues for recruiting and hiring Westside residents that serve to mitigate the barriers to employment they often face through partnerships with providers of workforce development services.
- » Actively promote procurement opportunities to Westside businesses and aspiring entrepreneurs through partnerships with local chambers of commerce and providers of small business development services. Explore breaking larger contracts into smaller parts to allow small businesses to bid.
- » Create space for an on campus mercadito or “pop up” stalls and promote these business opportunities through partnerships with providers of small business development services and successful food entrepreneurs with Westside roots.
- » Gain a full understanding of Opportunity Zone incentives impacting the Westside and formulate recommendations for Steering Committee consideration.

TASK FORCE ON CREATING PATHWAYS TO EDUCATIONAL EXCELLENCE

CHARGE

This task force will work to explore and establish UTSA enrollment pathways for Westside youth, as well as continuing education and professional development opportunities for adults. The group will integrate efforts among university faculty, K-12 school leadership, school staff, families and communities to successfully transform professional educator preparation and outcomes for K-12 students, ultimately increasing the number of students from the community that matriculate to, and graduate from, UTSA.

CHAIR

Margo DelliCarpini

Vice Provost for Strategic Educational Partnerships and
Dean of the College of Education and Human Development

POSSIBLE ACTIVITIES

- » Formation of the COEHD Westside Alliance, a partnership-based initiative, to provide the following:
 - Assist in the development and evaluation of curriculum
 - Provide professional development for teachers
 - Place UTSA student teachers, tutors and interns in Westside schools
 - Provide academic enrichment, academies, dual credit, CTE and career readiness education
 - Assist in the design and instruction for after-school, weekend and summer programs
 - Offer health, wellness and family and community support services
 - Provide access to university facilities such as libraries, laboratories and auditoriums
 - Participate in school governance, planning and operations
 - Build on the research base of pedagogical best practices and through grant and other external sources help secure funding to support Westside schools
- » Conduct targeted outreach and mentorship to youth who may not consider themselves college-bound through partnerships with providers of youth development services and volunteer mentors.
- » Conduct targeted efforts to recruit and support the matriculation of students from the Westside—including a Westside Scholarship Fund—through partnerships with schools and providers of youth development services.

TASK FORCE ON COMMUNITY-BASED RESEARCH, SUSTAINABLE PARTNERSHIPS & ADVOCACY

CHARGE

The Community-Based Research, Sustainable Partnerships & Advocacy Task Force will provide scholarly expertise and facilitate community-based research efforts to inform pressing policy issues affecting residents and business owners in the Westside. In collaboration with neighborhood residents and community leaders, UTSA faculty and organizational units such as UTSA's Urban Education Institute, Policy Studies Center and Institute of Economic Development, the task force will develop a university-community partnership framework for engaging in research and incubating community partnerships that are relevant, reciprocal and sustainable. Another of the task force's initial focus areas will be to increase understanding of the public policy issues most impacting Westside neighborhood integrity, including housing displacement, historical preservation, access to higher education and social service challenges.

CHAIR

Enrique Alemán, Jr.

Professor and Chair, Educational Leadership & Policy Studies
College of Education and Human Development

POSSIBLE ACTIVITIES

- » Develop a university-community partnership framework that engages university faculty and aligns with Westside residents to incubate community partnerships that are relevant, reciprocal and sustainable.
- » Initiate a “listening tour” with the various community partners, organizations, resident associations and groups of youth and families so that a future direction for research, reciprocity and sustainability may be outlined in conjunction with Westside partners.
- » Identify grant funding opportunities for UTSA to collaborate with Westside leaders to conduct community-based research regarding needs identified by residents, youth and organizations. Some initial areas for community-based research may include:
 - Housing and housing-based experiences of vulnerable populations
 - Historic preservation
 - Youth and senior engagement
 - Business development
 - Arts/cultural heritage
 - Other issues affecting the health and wellbeing of Westside residents
- » Develop and pilot a community-based research grant program, which may include a seed grant that incentivizes community-based research and a community-based scholar-in-residence program.

TASK FORCE ON FOSTERING COMMUNITY-CAMPUS ENGAGEMENT

CHARGE

This task force will oversee UTSA's efforts to engage, support and empower the Westside community through programming, services and institutional policies. Priorities will include supporting Westside arts and culture organizations, conveying UTSA's services and programs into the Westside and ensuring that the Downtown Campus is welcoming to the community.

CHAIR

Elvira Leal

Assistant Vice President for Community Relations

POSSIBLE ACTIVITIES

- » Launch a new UTSA Community Center in the Westside to serve as a hub for university services and programs within the community.
- » Facilitate interactions between community-based institutions and UTSA academic departments—including art, music, architecture and history—to identify opportunities for integrating the arts and culture of the Westside into academic curricula.
- » Facilitate policy and programmatic opportunities to make the UTSA Downtown Campus a welcoming space for members of the Westside community, including:
 - Implementing new space reservation policies to allow community-based organizations and partners to use facilities for free or reduced charge
 - Hosting a farmers/artisans market or cultural events on the Downtown Campus in partnership with community based organizations
 - Undertaking a mural competition or project for the Downtown Campus in partnership with a community-based arts organization
- » Host speakers and community conversations in partnership with community-based organizations to promote community experts and their leadership and dialogue on topics relevant to the Westside community, such as neighborhood preservation and equitable neighborhood development.
- » Explore how materials and artwork housed within UTSA Libraries Special Collections and the UTSA Art Collection pertaining to Mexican-Americans and the Westside can be utilized for programming, exhibitions or permanent displays throughout the Westside.
- » Develop a Westside community historical archive in partnership with community-based organizations, including a plan for preservation of archival materials.





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