



1000-DAY STRATEGIC PLAN

Kem C. Gardner Policy Institute | October 2021

UNIVERSITY OF UTAH
DAVID ECCLES SCHOOL OF BUSINESS

VISION

Be Utah's preeminent public policy institute and a vital gathering place for policy leadership and thoughtful discourse that helps our community prosper.

MISSION

Develop and share economic, demographic, and public policy research that sheds light and helps people make INFORMED DECISIONS™.

COMMITTABLE CORE VALUES

Responsibility to the community

Research integrity and relevance

Accountability

Collaboration

Positive and passionate

UNIVERSITY OF UTAH CORE GOALS

Develop and transfer new knowledge

Promote student success to transform lives

Engage communities to improve health and quality of life

Ensure long-term viability of the university

This 1,000-Day Strategic Plan serves as a tool to guide the institute's work in helping people make informed decisions. The plan builds from the University's core goals and the Eccles School's strategic plan to guide the daily and long-term direction of the Gardner Institute.

STRATEGIC OBJECTIVES

RESEARCH – Serve Utahns with independent, relevant, and understandable research.

- i. Be Utah's preeminent source for 2020 Census research, data, and products.
- ii. Prepare best-in-class long-term projections.
- iii. Create cutting-edge research involving the entire institute in three focus areas:
 1. Population and economic growth and change
 2. Housing affordability
 3. Utah's energy future, including economic impact, trends, and forecasts
- iv. Analyze and synthesize the characteristics of Utah's post-COVID reality.
- v. Develop, maintain, and promote key datasets.
 1. Ivory-Boyer Construction Database
 2. Population Estimates Program Database
 3. Population Projection System Database
- vi. Conduct state-leading education policy research related to Utah demographics, public finance, and the economy.
- vii. Regularly update and share the Diversity in Utah Data Book on race, ethnicity, and sex and help community leaders evaluate progress.
- viii. Develop deeply rigorous, relevant, and highly applied public finance practice area.
- ix. Create new statewide and quarterly macro-economic forecasts.

CONVENINGS – Make the Thomas S. Monson Center/Gardner Institute Utah’s embassy for policy leadership.

- i. Continue to deliver on, recharge, and expand upon our established convenings.
 - 1. Student experiences
 - 2. Faculty and center engagement
 - 3. Newsmaker Breakfasts
 - 4. Decision-maker of the Year Awards
 - 5. Economic Lifetime Achievement Awards
 - 6. State Data Center Fall Conference
 - 7. Advisory Council meetings
 - 8. Utah Economic Council and Economic Club of Utah
 - 9. Utah Population Committee
 - 10. INFORMED DECISIONS™ Seminars
 - 11. Leavitt-Romney Symposium
 - 12. Legislative Policy Summit
 - 13. Media roundtables
 - 14. Utah Homebuilders Roundtable
- ii. Create and facilitate new convenings.
 - 1. 2020 Census events
 - 2. Practice area roundtables
 - a. Construction, housing, and real estate
 - b. Demographics
 - c. Economic development
 - d. Education
 - e. Energy
 - f. Health care
 - g. Public finance
 - h. Tourism
 - i. Transportation
- iii. Train decision-makers statewide. The Institute will establish itself in this role.
 - 1. Utah economy
 - 2. Utah demographics
 - 3. Public finance
 - 4. Public communications
 - 5. Strategic planning
- iv. Serve as a neutral convener/independent facilitator on public issues that benefit from deliberative discussions, focus groups, and survey research.
- v. Create an association of Utah policy centers in partnership with Utah State University and Brigham Young University.

RELATIONSHIPS – Connect people and ideas while bridging academia and action.

- i. Invest in meaningful student experiences.
- ii. Prioritize engagement with university faculty, institutes, and centers in our research and events (particularly Eccles School partners).
- iii. Share the institute’s research with Utah’s heartland, with a focus on college and university towns.
- iv. Invest in our strategic partnerships.
 - 1. Associations of Government
 - 2. Economic Development Corporation of Utah
 - 3. Governor’s Office/ GOPB/GO UTAH
 - 4. Orrin G. Hatch Foundation
 - 5. Salt Lake Board of Realtors
 - 6. Salt Lake City
 - 7. Salt Lake Chamber
 - 8. Salt Lake County
 - 9. Sutherland Institute
 - 10. United Way of Salt Lake
 - 11. U.S. Census Bureau
 - 12. Utah Association of Counties
 - 13. Utah Association of Realtors
 - 14. Utah Division of Multicultural Affairs
 - 15. Utah League of Cities and Towns
 - 16. Utah Legislature
 - 17. World Trade Center Utah
- v. Seek collaborations with targeted national entities.
 - 1. American Association for the Advancement of Science
 - 2. American Enterprise Institute
 - 3. American Petroleum Institute
 - 4. Association for University Business and Economic Research
 - 5. Brookings Institution
 - 6. Conference for State Governments
 - 7. Consortium of University Public Service Organizations
 - 8. National Association of Business Economists
 - 9. National Association of Counties
 - 10. National Association of State Budget Officers
 - 11. National Conference of State Legislatures
 - 12. Opportunity Insights
 - 13. Pew
 - 14. Population Reference Bureau
 - 15. Stanford Institute for Economic Policy Research
 - 16. Volcker Alliance
 - 17. Western Political Science Association

CULTURE – Nurture a positive and productive work culture with hallmarks of trust, accountability, continuous improvement, and professional fulfillment.

- i. Celebrate our world’s rich diversity of people as well as creative and intellectual traditions by being inclusive in every respect.
- ii. Engage in unfiltered conflict around ideas.
- iii. Create a learning culture that actively engages with and develops employees.
 - 1. Structured training
 - 2. Stretch assignments
 - 3. Cross-training
 - 4. Share your skills
 - 5. Confabs
 - 6. Leadership opportunities
 - 7. Mentoring
- iv. Provide elective staff experiences.
 - 1. Book club
 - 2. Field trips that add to our expertise and strengthen relationships
 - 3. Current event discussions
 - 4. Community service
 - 5. “Patio” experiences
- v. Master the post-pandemic hybrid work environment.

DAVID ECCLES SCHOOL OF BUSINESS STRATEGIC PLAN

Goal: Become a Top 25 business school

The David Eccles School of Business is a community of doers. We focus on the imprint we have on the business world and the influence for good our students and faculty can have on our community. We forge ethical foundations as students pursue their dreams. We create world-class business education that is more accessible, more attainable and more achievable.

The following four principles, in combination, define the Eccles School experience for faculty, staff, and students. This is what we stand for.

- Entrepreneurial grit
- Continuous curiosity
- Empathetic global citizenship
- Impact your world

Strategic pillars

- Value creation for students, corporations & community
- Thought leadership through innovative research and discovery
- Premier experiences that differentiate our product
- Culture that invites, inspires & innovates
- Growth to fuel our aspirations

Source: David Eccles School of Business Strategic Plan

KEM C. GARDNER POLICY INSTITUTE

We are an honest broker of
INFORMED
RESEARCH

that guides
INFORMED
DISCUSSIONS

and leads to
INFORMED
DECISIONS™

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