



KEM C. GARDNER POLICY INSTITUTE
DAVID ECCLES SCHOOL OF BUSINESS

2020

Report to the Community

We are an honest broker of

INFORMED RESEARCH,

which guides

INFORMED DISCUSSIONS,

and leads to

INFORMED DECISIONS.TM

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September 2020

Dear Friends,

It all started with a banana cream pie and a plane ride to Stanford University. Cognizant of the significance of the moment and the boldness of the vision, community visionary and business leader Clark Ivory brought a homemade pie to share with us on the plane. And then it was wheels up as a handful of university and community leaders travelled to another Pac-12 university to solidify the plan. We would create a premier public policy institute at the University of Utah and help our state thrive.

Five years have now passed, and the Kem C. Gardner Policy Institute stands as a treasured asset and leading voice on public policies impacting the Beehive State. We are an honest broker of informed research, which guides informed discussions, and leads to INFORMED DECISIONS™.

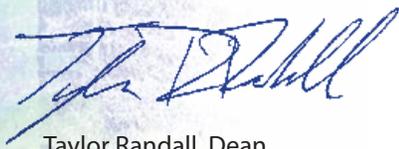
The success of the Gardner Institute stems from a dedicated and talented staff, the support from Utah's flagship university, dozens of committed community partners, and the backing of a prominent advisory board.

By design, the Gardner Institute works at the intersection of academic, business, and civic life. Our major partners reflect that connection. The state of Utah, Salt Lake County, and Salt Lake City serve as our public partners and major private partners include the Gardner Company, the Boyer Company, Clyde Companies, Dominion Energy, Intermountain Healthcare, the Clark and Christine Ivory Foundation, KSL and Deseret News, Larry H. & Gail Miller Family Foundation, Mountain America Credit Union, the Salt Lake Chamber, WCF Insurance, and Zions Bank.

And no acknowledgement would be complete without recognizing the David Eccles School of Business, which serves as the Gardner Institute's official campus home.

Banana cream pie took the nation by storm in the 1880s because of improved transportation and the delicious combination of bananas, sugar, cream, flour, and eggs. Looking forward, the Gardner Institute – with its talented staff, supportive college, generous namesake, prominent advisory board, partners in the community, world-class facilities, and commitment to Utah – has just the right ingredients for many more years of success.

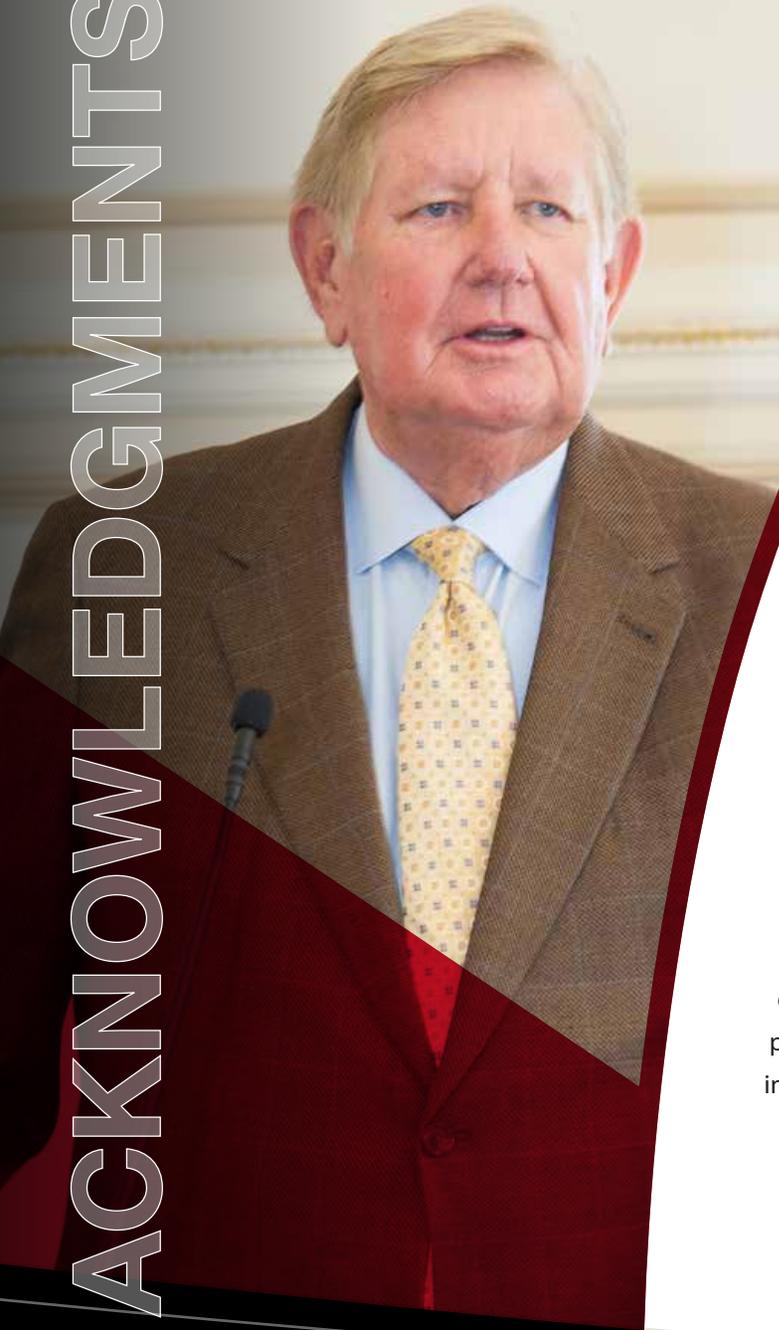
Thanks for your support,



Taylor Randall, Dean,
David Eccles School of Business



Natalie Gochnour, Associate Dean and Director,
Kem C. Gardner Policy Institute



• KEM C. GARDNER

Raised on a Wyoming farm as the son of a school teacher, Kem became one of the Intermountain West's most prominent real estate developers. During his 43 years of community building, Kem, along with his partners and associates, has developed over 33 million square feet of commercial real estate. Never satisfied with business success alone, Kem devotes a significant portion of his time and energy towards the betterment of Utah. He has done so based on advice he received early in his career from a prominent Utah business leader who told him, "You don't give very much when you give of your money; give of your time." Kem has done just that by fostering the success of the Utah Symphony, Salt Lake City International Airport, the 2002 Olympic Winter Games, Intermountain Healthcare, the University of Utah, and the United Way of Salt Lake.

Utahns recognize Kem as the person who can make great things happen in the community and are grateful for his generous spirit and great love for Utah. The Kem C. Gardner Policy Institute continues to build upon Kem's legacy by working at the intersection of business and civic life. The Institute helps elected officials, community leaders, and the public make INFORMED DECISIONS™ that improve Utah's economy and life quality. In addition to preparing valuable research and analysis, the Institute serves as a prestigious gathering place for thought leadership and transforms Kem's great love for Utah into a center for independent economic, demographic and public policy data and research that serves the people of Utah.

ABOUT THE INSTITUTE

The Kem C. Gardner Policy Institute at the University of Utah prepares economic, demographic, and public policy research that helps Utah prosper. We are Utah's preeminent public policy institute and a vital gathering place for policy leadership and thoughtful discourse. Our seasoned team of economists analyze economic impacts, prepare economic forecasts, examine tax and expenditure policies, and provide economic development consultation. We are experts on the Utah economy and specialists in public policy related to regional economics, economic development, and public finance. Our demographers make sense of Utah's unique demographic characteristics and interpret how they affect policy choices. We prepare the state's official population estimates and projections and serve as the lead entity in Utah for the U.S. Census Bureau. And our public-purpose surveys, focus groups, and interviews help ensure the public's voice is heard and provide valuable insight for community leaders and decision-makers.

The Gardner Institute continues to be passionate about raising the level and quality of public discourse in ways that encourage leaders to make well-considered decisions that balance the needs of the community. We help by sharing economic, demographic, and public policy data and research and facilitating collaborative discussions. Business leaders and public servants at all levels of government—legislators, mayors, county commissioners, county and city council members, volunteer members of boards and commissions, and public employees—are more effective when they can call upon a trusted entity to share accurate data, prepare independent research, and convene policy discussions. Informed decisions are not easy to make. They take intention, time, and focused effort. The Gardner Institute is here to help.

OVER THE PAST FIVE YEARS...

1,040

presentations, panels,
and speeches

250+

research briefs,
reports, fact sheets,
and snapshots
published

60+

community events,
trainings, and
gatherings
convened

90+

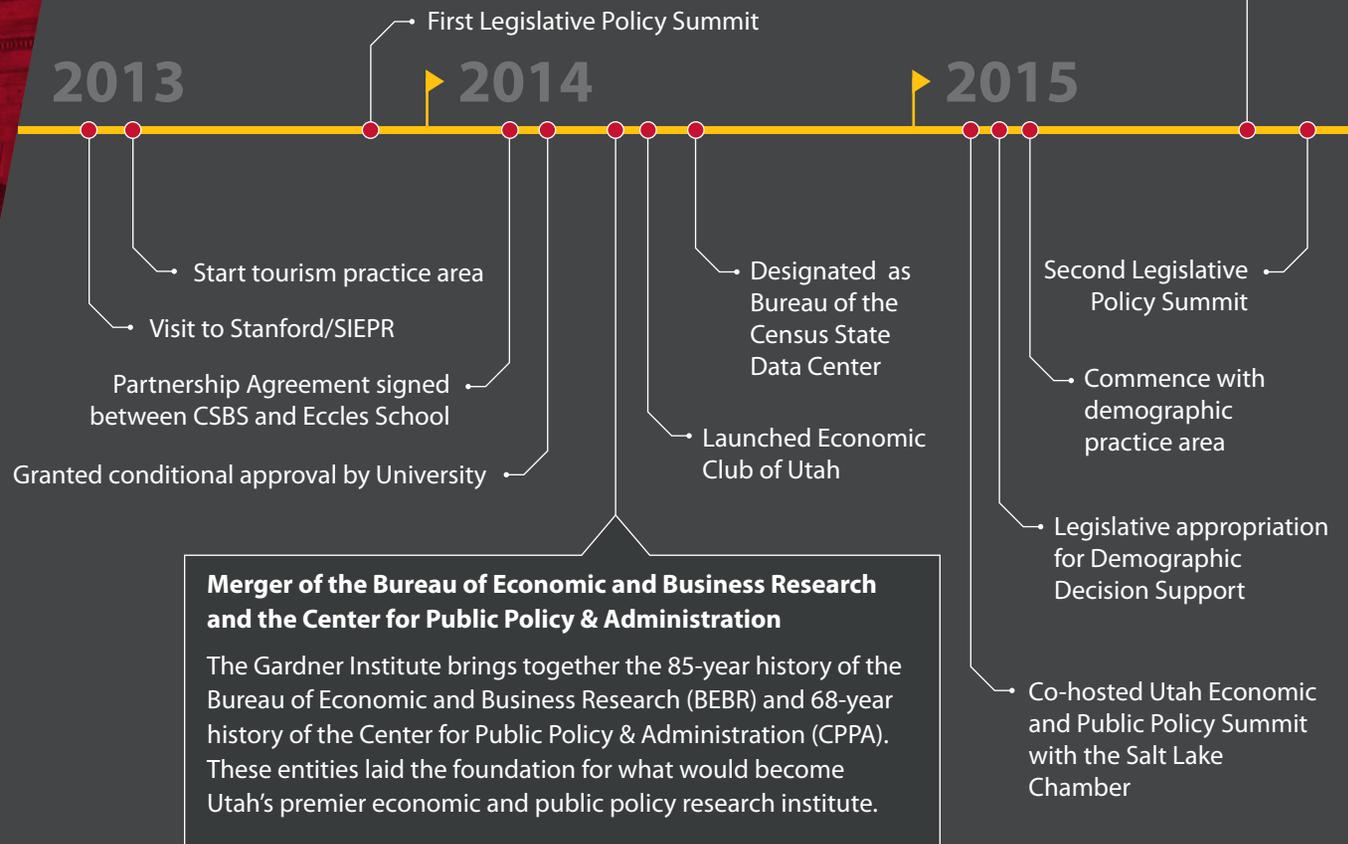
interns, graduate
assistants, scholars,
and other students
mentored

STORY



Launch Event at the Utah State Capitol

On Sept. 2, 2015, state, business, and community leaders gathered at the Utah State Capitol to celebrate the launch of the Kem C. Gardner Policy Institute. Keynote speakers included former Sen. Orrin Hatch, Sen. Mitt Romney, named donor Kem Gardner, and former University of Utah President David Pershing.



Ribbon Cutting Ceremony at the Thomas S. Monson Center

In August of 2016, University of Utah leadership and representatives from the Church of Jesus Christ of Latter-day Saints officially dedicated the Thomas S. Monson Center, the new home of the Kem C. Gardner Policy Institute on South Temple Street in Salt Lake City. The Church of Jesus Christ of Latter-day Saints had gifted the building, formerly the LDS Business College, to the U several years earlier.



2016

First Newsmaker Breakfast

2017

Kem C. Gardner Policy Institute in state code

2018

Granted full, permanent status by University

Formation of Utah Coal Country Strike Team

Leavitt-Romney Health Symposium with ADM Giriar, HHS

Leavitt-Romney Symposium featuring Thomas Friedman

In January 2017, the Gardner Institute hosted three-time Pulitzer Prize winner Thomas Friedman for the inaugural "Kem C. Gardner Policy Institute Leavitt-Romney Symposium", named for the Institute's Advisory Board conveners Sen. Mitt Romney and former Utah Gov. Michael Leavitt.



Formation of Advisory Councils

Third Legislative Policy Summit

Expand public finance expertise

Released first vintage of long-term demographic and economic projections for Utah

Start energy practice area

Strengthen construction and real estate expertise

Start health care practice area

Hosted inaugural *Informed Decision Maker* Award Luncheon

Launched CEO Outlook in partnership with the Salt Lake Chamber



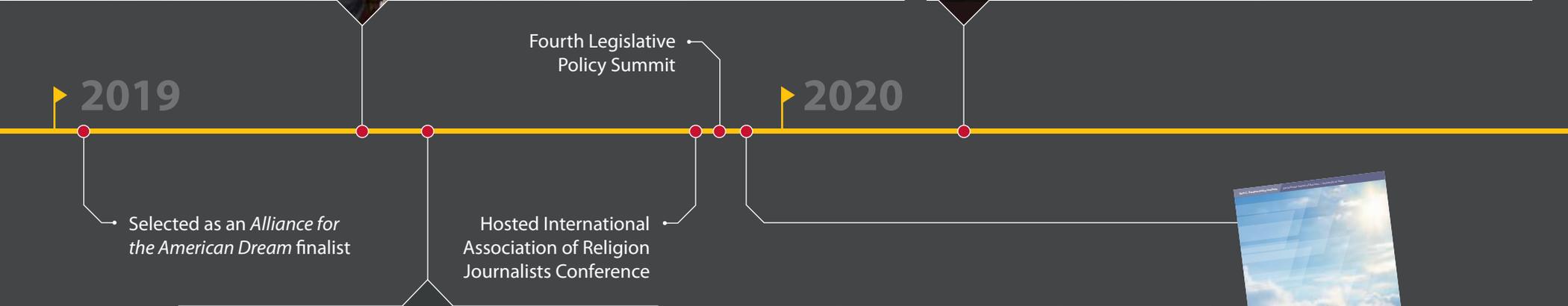
Hachman Lifetime Achievement Award

On May 3, 2019, the Gardner Institute and Economic Club of Utah presented the inaugural “Lifetime Achievement Award” to Frank Hachman, economist and Associate Director of the former Bureau of Economic and Business Research. Mr. Hachman is known for developing the Hachman Index, a nationally recognized measurement of regional economic specialization or diversity.



COVID-19 Pandemic Response

As the COVID-19 pandemic surged across Utah in early 2020, the Gardner Institute was called upon to share our economic expertise and leadership by assisting in the state’s response plan as well as providing practical and common-sense commentary related to the public’s well-being.



Alliance for the American Dream Presentation, New York

The Utah Coal Country Strike Team’s multi-pronged proposal to improve financial prosperity in Carbon and Emery counties presented to the Alliance for the American Dream in New York City on June 26, 2019. Following the presentation, the Strike Team was awarded \$300,000 in additional financing to continue the initiative.



Released The Utah Roadmap: Positive Solutions on Climate and Air Quality



As we look to the future, the Kem C. Gardner Policy Institute remains committed to fulfilling our core vision and mission.

We will utilize our expertise to address and analyze economic, demographic, and public policy issues that are front and center for all Utahns.

We will remain a trusted and independent resource for research and thought leadership when called upon by decision-makers at the local, state, regional, and national levels.

We will serve our community by bringing together diverse viewpoints for thoughtful discourse that help our entire state prosper.

We will support the missions of the David Eccles School of Business and the University of Utah by creating value for students as they prepare for lives of impact as leaders and citizens.

We will incorporate equity, diversity, and inclusion in both our work and hiring practices.

We will continue to be an honest broker of **INFORMED RESEARCH**, which guides **INFORMED DISCUSSIONS**, and leads to **INFORMED DECISIONS**.™

• UTAH'S LONG-TERM DEMOGRAPHIC AND ECONOMIC PROJECTIONS

The Gardner Institute produces population projections for the State of Utah and all 29 counties. Currently, we produce long-term (50-year) projections of population, households, and economic indicators; short-term (10-year) projections of population and households, including projections of the population by age, sex, race, and Hispanic origin, consistent with the long-term totals. This research is funded by state government in order to provide demographic decision support to state and local governments and allow for coordination of statewide planning.

Providing accurate, long-term population projections helps business, government, and community leaders plan for the future as Utah continues to be one of the fastest growing states in the nation. Our team of researchers have established themselves as Utah's demographic resource.

“They say it takes a village to create a great community, but it also takes timely, accurate & relevant data: comprehensive information that captures the needs of communities often unseen or uncoun- ted. The Gardner Institute’s long-term projections help our state plan for education, employment, housing, transportation, and health care. The projections also reflect how rapidly our state is diversifying. When we understand our future, we make better decisions today.”

Rebecca Chavez-Houck
Former State Representative

• LEGISLATIVE POLICY SUMMIT

“Utah is unique among states in our ability to come together as one people, united in a common purpose to serve the people of this great state regardless of our background or political affiliation. We call it “The Utah Way,” which is exemplified by our biannual legislative policy summit. This gathering gives us the opportunity as legislators to convene and hear expert policy analysis and commentary so that we can think long term and find policy solutions that benefit all Utahns.”

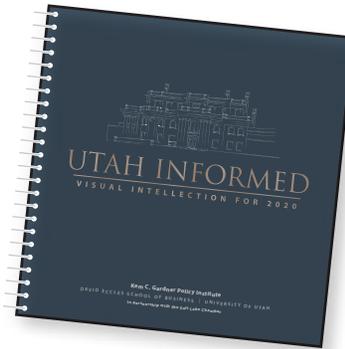
Rep. Brad Wilson, Speaker of the House
Utah State Legislature

Beginning in December 2013, the Gardner Institute has helped plan and participate in a biannual Legislative Policy Summit. These unique summits provide the Utah State Legislature the opportunity to convene outside of the regular legislative session and learn about major issues impacting the state's long-term future.

Researchers and economists at the Gardner Institute prepare materials, presentations, and videos that help lawmakers engage in informed discussions, ask the right questions, prioritize planning, and find solutions to our challenges. We are honored for the ongoing opportunity to contribute to Utah's success in this way and look forward to being of service at future summits.

UTAH INFORMED

- Utah Informed is a collection of tables, charts, ideas, and schematics to prompt consideration of a compelling trend, spur an innovative idea, or inspire an aspirational thought. Decision-makers are advantaged when they understand the past 20 years as they plan for the next 20 years. It is in this spirit of seeing more clearly and preparing for the future that the Gardner Institute produces Utah Informed.



Over the course of five years, we have provided relevant and interesting information to help Utahns make informed decisions in the coming year and beyond. The publication is done in partnership with the Salt Lake Chamber and exemplifies the Gardner Institute's mission to develop and share economic, demographic, and public policy research that sheds light and helps people make INFORMED DECISIONS™.

“The Kem C. Gardner Policy Institute represents the pinnacle of policy analysis and articulation, and the Salt Lake Chamber appreciates our partnership, which includes publication of Utah Informed. This annual distillation of trends that shape Utah’s economic landscape provides a working map for businesses, thought leaders, and policymakers—helping to broaden their vision and better inform their decisions. Leaders across the state benefit from Utah Informed to better understand where we are and envision where we are going—all to help us create a better future for our great state.”

Derek Miller, President and CEO
Salt Lake Chamber

GARDNER BUSINESS REVIEW: HOUSING AFFORDABILITY

Since 2010, Utah has led the country in employment and demographic growth. This growth has produced exceptionally strong demand for housing, which in turn has put upward pressure on housing prices. A housing shortage has ensued, with the supply of new homes and existing “for sale” homes falling short of demand. These trends have continued through the present day.

In May of 2018, the Gardner Institute released a landmark study analyzing what these rapidly rising prices mean for housing affordability across the state. Key findings included an in-depth analysis of housing price appreciation trends, the impact of income trends and household income on housing affordability, and other trends that state and community leaders have utilized to inform policy considerations related to housing.

“The research done by the Kem C. Gardner Policy Institute has enabled us to create and maintain affordable housing in Utah. The information helps us demonstrate the need and, oftentimes, guides us where our services are needed. Many of our funders have indicated they consider this information one of the most reliable data sources contained in our funding requests. We appreciate the efforts of the Gardner Institute to assemble this much-needed data and plan to continue to use it in the future.”

Sharlene Wilde, Executive Director
NeighborWorks Mountain Country Home Solutions

NEWSMAKER BREAKFASTS

Starting in fall 2016, the Gardner Institute began hosting a monthly “Newsmaker Breakfast” to highlight current events and issues impacting Utah. Members of the community are invited to hear from policy experts, state leaders, federal officials, community organizers, and other high-profile decision-makers and engage with them on how ongoing matters of statewide, regional, and national importance affect the day-to-day lives of their fellow residents.

Our Newsmaker Breakfasts are the foremost example of how the Gardner Institute serves as an embassy of thought leadership for the University of Utah and community-at-large. We will continue this tradition of serving as a gathering place where experts convene and deliberate on promising approaches to the pressing issues of the day.



Juliette Tennert and Utah Governor Gary Herbert speak with audience members.

TOPICS DISCUSSED HAVE INCLUDED:

- **Utah’s Child Care Challenge** – featuring Utah Office of Child Care Director Tracy Gruber
- **A Vision for Utah’s Capital City** – featuring Salt Lake City Mayor Erin Mendenhall
- **Census 2020** – featuring U.S. Census Bureau Director Steven Dillingham
- **The Status of Immigration Reform** – featuring National Immigration Forum Executive Director Ali Noorani
- **The Impact of Utah’s Tourism Industry** – featuring Utah Office of Tourism Managing Director Vicki Varela
- **The Future of the Aviation Industry** – featuring former FAA Administrator Michael Huerta

“Since its launch five years ago, the Gardner Institute and the Thomas S. Monson Center have more than fulfilled our hope of creating a gathering place for our community to hear directly from thought leaders in our state and nation about the important issues of our time. The center has provided an excellent home for the Gardner Institute and its remarkable team of analysts, who produce insightful research that is helping to guide and inspire our state’s policy makers, change agents and governmental leaders. We share the common goal of making Utah a wonderful place to live, work and thrive and look forward to continuing that effort in the years ahead.”

President Ruth V. Watkins
University of Utah

GARDNER INSTITUTE LEAVITT-ROMNEY SYMPOSIUM: UTAH'S SOCIAL DETERMINANTS OF HEALTH

On August 17, 2018, the Gardner Institute, in partnership with the Hatch Center for Civility & Solutions, convened a Leavitt-Romney Symposium on Utah's Social Determinants of Health. The symposium focused on strategies and innovations for addressing social determinants of health, which are the conditions in which people are born, live, work, and play that affect their health risks and outcomes. The goal of the event was to help local leaders better understand and make informed decisions about addressing Utah's social determinants of health.

Symposium speakers included a keynote from United States Assistant Secretary for Health Admiral Brett Giroir, Centers for Medicare & Medicaid Services Administrator and Director for Medicare and Medicaid Innovation Adam Boehler, former United States Acting Assistant Secretary of Health Karen DeSalvo, University of Utah Health CEO Michael Good, and President and CEO of Intermountain Healthcare Marc Harrison. The symposium highlighted the importance of understanding social determinants of health in improving people's health and lowering health care system costs, and produced several policy recommendations for decision-makers to consider.



From Top to bottom: United States Assistant Secretary for Health Adm. Brett Giroir delivers keynote address; Sen. Mitt Romney, Intermountain Healthcare President and CEO Marc Harrison, University of Utah President Ruth Watkins, Centers for Medicare and Medicaid Administrator Adam Boehler, former Utah Gov. Mike Leavitt, former United States Acting Assistant Secretary for Health Karen DeSalvo, and University of Utah Health CEO Michael Good; Dr. Karen De Salvo presents on building health beyond clinical excellence; Kem Gardner and Natalie Gochnour speak to guests at the event.

UTAH COAL COUNTRY STRIKE TEAM

The Utah Coal Country Strike Team serves Carbon and Emery counties by helping to raise incomes and diversify the economy. The Strike Team, with the support of the Utah Legislature, Schmidt Futures, and the University of Utah, assists with public policies and investment in workforce training, tourism infrastructure, housing revitalization, and economic development. These four initiatives address the question: *Can higher incomes and greater economic diversity retain young people in these communities?*

The Utah Coal Country Strike Team was formed as part of the Alliance for the American Dream to help lift the middle class in Utah and across the nation. Since its inception in 2018, the Strike Team has awarded \$155,000 in scholarships to 137 students at Utah State University Eastern to provide workforce training in IT and other industries. In addition to increasing scholarship awards, the locally led initiative continues to invest in workforce training, create opportunities for remote work, reward grants for economic diversification, and assist with tourism infrastructure across Carbon and Emery counties.

“The Utah Coal Country Strike Team complements our community’s vision to diversify, secure, and invest in a bright future for our residents. I’m thrilled to continue to support this locally led initiative that has already done so much good for the people of Carbon and Emery counties. I also look forward to our continued partnership with the Gardner Institute and the dedicated public servants who are on the ground doing the hard work needed to create a prosperous community for our children and grandchildren.”

Coal miner’s
memorial,
Price, Utah

Mayor Mike Kourianos
Price City, Utah

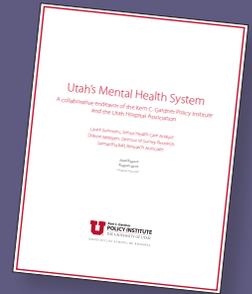
MENTAL HEALTH STUDY

On August 14, 2019, the Gardner Institute released a report on Utah’s Mental Health System. This report was produced in collaboration with the Utah Hospital Association and provides a comprehensive review of the current state of mental health services in Utah; highlighting gaps in services, barriers to providing and accessing care, and considerations for improving the system. Discussion groups and in-depth interviews with industry stakeholders were conducted to get a deeper understanding of the challenges and barriers in achieving the ideal mental health system.

The report served as a starting point in finding new and important ways to improve Utah’s mental health system and inform those investing in the future of mental health care across the state and region.

“The Kem C. Gardner Policy Institute has been instrumental in the reframing of mental health care and services in Utah. Their partnership with the Utah Hospital Association (UHA) has created a statewide consolidated vision for the future development of new and innovative services for individuals suffering with mental health disorders. Not only was the Gardner Institute able to develop a consensus understanding about the state of mental health in Utah and the gaps in treatment, it also built a strong stakeholder constituency across urban and rural Utah. Thanks to their team, we now have a strategic document or “Roadmap” to guide our state’s future commitment to better care for all Utahns with mental health needs.”

Ross VanVranken, Executive Director
University Neuropsychiatric Institute





INTERNATIONAL ASSOCIATION OF RELIGION JOURNALISTS

In early 2012, the International Center for Journalists launched the world's first global association of journalists who cover religious issues. The International Association of Religion Journalists (IARJ) "aims to offer collegial forums for dialogue and cooperation, online and in-person training, and a wealth of resources and data to promote better coverage of religious issues."

In October 2019, the Gardner Institute partnered with the *Salt Lake Tribune* to host the organization's first international conference held in North America. IARJ Members from around the world gathered in Salt Lake City at the Thomas S. Monson Center to learn from expert panelists, hear from esteemed journalists, and meet with local officials.

Iranian journalist Fariba Pajooch with Utah businessman and philanthropist Koshrow Semnani

"I was so excited to attend and speak to the IARJ conference last October as a journalist. It is very significant to bring together so many journalists from around the world and discuss religion and related issues, topics often overlooked by journalists and intellectuals in the modern era. I am delighted and honored to speak in one of the essential parts of this conference about Iran, Iraq, and my life as an Iranian journalist. I thank the Gardner Institute and the University of Utah as well as my friends in Salt Lake City for their kindness and hospitality."

Fariba Pajooch, Journalist

THE UTAH ROADMAP: POSITIVE SOLUTIONS ON CLIMATE AND AIR QUALITY

At the request of the Utah Legislature, the Kem C. Gardner Policy Institute – with the assistance of a 37-person Technical Advisory Committee – prepared "The Utah Roadmap" to assist with legislative policy making. The goal was also to help legislators make informed decisions when crafting policy to improve air quality and address causes and impacts of a changing climate. The Utah Roadmap identifies areas of opportunity to further reduce air emissions and ensure a healthy, productive, and prosperous future for all Utahns.



Gardner Institute staff, consultants, and Technical Advisory Committee

The Gardner Institute and Technical Advisory Committee reviewed Utah-specific work on air quality and changing climate completed by Envision Utah and the 2007 Blue Ribbon Advisory Council. In January 2020, after a six-month expert assessment, several strategies, or mileposts, were selected as the first areas for policy makers to consider. This work will continue to spur new and constructive dialogue to improve human health and protect our planet.



Students from the Fall 2019 Ivory Experiences Cohort.

The Gardner Institute offers opportunities for undergraduate and graduate students attending the University of Utah.

Through partnerships with the Hinckley Institute of Politics, College of Social and Behavioral Science, the David Eccles School of Business, and other campus organizations, students work with our staff on a variety of research projects and interact with business, community, and political leaders from across the country. We also provide several scholarships each year.

Providing student experiences allow us the opportunity to assist the David Eccles School of Business in creating value for students and the community, offer premier experiences, and provide mentorship to the next generation of leaders.

Student Testimonials



Casey Mullen

Gardner Institute Graduate Assistant, 2019–2020

“ I have truly enjoyed my time at the Kem C. Gardner Policy Institute, especially through the connections I have made with the survey research team. I appreciate all that Dianne, Samantha, and Marin have taught me. Because of my work with them, I was able to travel around the state and hear from diverse community members from various walks of life while working with a strong, female-led team. I left this graduate assistant fellowship with an advanced skill set and a deeper appreciation for survey research. It was so incredibly beneficial for me to not only witness but to also be a part of the inner workings of the Institute. I will always remember my time spent there fondly! ”



Natasha Haslam

Gardner Institute Intern, 2018

“ When I began working with the Kem C. Gardner Policy Institute, I was a freshman at the University of Utah with little professional experience. By the time I completed my fourth position at the facility, I had become a well-rounded professional with applicable skills learned with the support, help, and improvement-minded criticism of the entire team. Far more importantly, I understood the impact data can have and the importance of being informed. I am so grateful for the opportunities it gives for experience and the information it creates for the well-being of the state. To all those who mentored me and who continue to make a difference at the Policy Institute, thank you! ”

“ Ivory Experiences provided an insightful, fun, and holistic analysis of factors affecting the Salt Lake valley. I very much enjoyed how meetings regarding economic, housing, and demographic trends culminated in our field trip to Silicon Slopes which exemplifies all of the trends discussed in Ivory Experiences. ”

–Jack Brown

“ Despite how the rest of the semester may have ended due to COVID-19, the first day the 2020 Ivory Experience students met together is my favorite memory. I remember feeling so excited to be in the company of such bright students and talented faculty, I knew that my experience with the Institute would shape the rest of my college experience. ”

–Victoria Hills

“ I am grateful for my opportunity to participate in the Ivory Experience during my final year at the University of Utah. I enjoyed each of the lunchtime lectures, particularly the ones where I got to learn about affordable housing and demographic trends in Utah. I also appreciated working with my mentor; our meetings were informational as I completed my senior thesis. Thank you, Mr. Ivory, for making this experience possible. ”

–Abigail Barney

“ I benefitted tremendously from my experiences as part of the Ivory Experiences cohort this Spring. Although my time was cut short, the highlight of the program for me was getting to know and working together with my mentor at the Gardner Institute. We developed a strong relationship and I was able to ask for a letter of recommendation towards the end of the semester that helped me secure a competitive summer internship. I also developed meaningful friendships amongst my peers, learned new things from visiting the State Capitol, and attended Newsmaker Breakfasts. Thank you again for your generosity. ”

– Seth Berlin

INSTITUTE STAFF



• **Our professional staff is guided by a responsibility to our community, research integrity and relevance, accountability, collaboration, and a positive and passionate work ethic.**

This allows us to achieve our vision of being Utah's preeminent public policy institute and vital gathering place for policy leadership and thoughtful discourse that helps our community prosper.

In addition, our staff believes equity, diversity, and inclusion are fundamental values that strengthen our working environment, research endeavors, and interaction with the community. This better enables us to develop and share economic, demographic, and public policy research that sheds light and helps people make INFORMED DECISIONS™.

• INSTITUTE STAFF

- Natalie Gochnour, Associate Dean and Director
- Jennifer Robinson, Associate Director
- Max Backlund, Senior Research Associate
- Samantha Ball, Senior Research Associate
- Mallory Bateman, Senior Research Analyst
- Andrea Brandley, Research Associate
- Marin Christensen, Research Associate
- Mike Christensen, Scholar-in-Residence
- John C. Downen, Deputy Director of Economic and Public Policy Research
- Dejan Eskic, Senior Research Analyst
- Emily Harris, Demographer
- Michael T. Hogue, Senior Research Statistician
- Mike Hollingshaus, Senior Demographer
- Thomas Holst, Senior Energy Analyst
- Meredith King, Research Associate
- Shelley Kruger, Accounting and Finance Manager
- Colleen Larson, Administrative Manager
- Jennifer Leaver, Senior Tourism Analyst
- Dianne Meppen, Director of Survey Research
- Levi Pace, Senior Research Economist
- Pamela S. Perlich, Director of Demographic Research
- Shannon Simonsen, Research Coordinator
- Joshua Spolsdoff, Research Economist
- Paul Springer, Senior Graphic Designer
- Laura Summers, Senior Health Care Analyst
- Juliette Tennert, Chief Economist
- Nicholas Thiriot, Communications Director
- James A. Wood, Ivory-Boyer Senior Fellow
- Natalie Young, Research Analyst

Photo: Ben Fannesbeck



The following individuals and entities help support the research mission of the Kem C. Gardner Policy Institute.

LEGACY PARTNERS

The Gardner Company	Larry H. & Gail Miller Family Foundation	University of Utah Health
Intermountain Healthcare	Mountain America Credit Union	Utah Governor's Office of Economic Development
Clark and Christine Ivory Foundation	Mitt and Ann Romney	WCF Insurance
KSL and Deseret News	Salt Lake City Corporation	Zions Bank
	Salt Lake County	

EXECUTIVE PARTNERS

Mark and Karen Bouchard	The Boyer Company	Salt Lake Chamber
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SUSTAINING PARTNERS

Clyde Companies	Dominion Energy
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**PARTNERS IN THE
COMMUNITY**



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