We are an honest broker of INFORMED RESEARCH that guides INFORMED DISCUSSIONS and leads to INFORMED DECISIONS™
This 500-Day Plan serves as a tool to guide our work in helping people make informed decisions. The plan includes our vision, mission, values, strategic objectives, action steps, and key performance indicators to guide the daily and long-term direction of the Kem C. Gardner Policy Institute. We view this strategic plan as a rolling 500-day plan with a 5,000-day horizon. We present the plan in outline format to make each of the elements readily available.

I Vision

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

We also support our institutional home, the David Eccles School of Business, achieve its vision of becoming a top 25 business school in the country, and partner with the College of Social and Behavioral Science in inspiring human solutions to life’s challenges.

II Mission

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

We also assist the David Eccles School of Business create value for students and the community, offer premier experiences, and provide thought leadership through innovative research and discovery.

“Not knowing when the dawn will come I open every door.”

Emily Dickinson

This quote, by Kem Gardner’s favorite poet, inspires the research mission at the Institute. We shed light and open doors for decision-makers.
Committable Core Values

Our work is guided by five committable core values that define who we are, how we conduct ourselves, and what comprises our work culture.

A. Responsibility to the community – The Kem C. Gardner Policy Institute exists to serve Utah and help our state prosper. While we contribute to regional, national, and international public policy issues; we focus on assisting communities within our state make informed decisions.

B. Research integrity and relevance – The Kem C. Gardner Policy Institute adheres to ethical principles and professional standards essential for responsible research. We value independent, relevant, meaningful, and understandable work.

C. Accountability – The Kem C. Gardner Policy Institute holds employees responsible for being continually productive in the work setting, being fiscally responsible, and delivering high quality products and services to the community, university, Eccles School, donors, and clients.

D. Collaboration – The Kem C. Gardner Policy Institute actively partners with people and organizations on campus and in the community to achieve our vision and mission. We believe teamwork among our staff will provide the best research and foster success.

E. Positive and passionate – The Kem C. Gardner Policy Institute employs people who are deeply committed to their craft and contribute to a positive and respectful work environment. We seek a congenial workplace where individual differences are both respected and celebrated, and we have fun along the way.

Foundational Pillars

In addition to our committable core values, we build from foundational pillars necessary to achieve our vision and mission.

A. Exemplary work
B. Superb communications
C. Great interpersonal relationships
We build from the foundation of the University of Utah’s strategic goals. We then focus on six strategic objectives (two primary and four supporting) that support our mission and vision.

**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™.

### Strategic Objectives

**Primary**

- **Connect Academia and Action**
  - Assist elected officials, community and business leaders, and other individuals with relevant, meaningful, and well-communicated research

- **Serve our Community**
  - Share fact-based research that enriches our community and positively shapes Utah’s future

**Supporting**

- **Invest in Talent**
  - Deepen our expertise
  - Create a learning culture

- **Create Central Gathering Place**
  - Serve as an acclaimed center for policy research
  - Support the U of U’s downtown embassy

- **Cultivate National Profile**
  - Showcase Utah’s public policy success stories with a national audience

- **Create Long-term Stability**
  - Be recognized as an essential community asset worthy of ongoing investment

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“The brain is wider than the sky… the brain is deeper than the sea.”

Emily Dickinson

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**University of Utah Strategic Goals**

1. Develop and transfer new knowledge
2. Promote student success to transform lives
3. Engage communities to improve health & quality of life
4. Ensure long-term vitality of the University

Source: University of Utah, Office of the President: president.utah.edu/universitystrategy

The Gardner Institute promotes data-driven decisions. We conduct independent, credible, and trusted research.
CONNECT ACADEMIA AND ACTION

1. Intent statement

At the end of 500 days, we will have maximized the intersection of academia and action as our deeply relevant, meaningful, and well-communicated research assists elected officials, business and community leaders, and individuals make informed decisions. In doing so, we will contribute to the University of Utah’s strategic goal to “develop and transfer new knowledge.”

2. Action steps

a. Conduct independent, relevant, meaningful, and understandable research that adheres to ethical principles and professional standards

i. This research is prioritized each year in written form

ii. This research sheds light, not heat

iii. Seminal research and products over the next 500 days will be the following:
   1) Book on Utah’s tax system prepared by our scholar in residence
   2) Landmark study defining Utah’s economic regions. This will support our long-term employment and population projections
   3) Programming of a Utah economic base projection model. This will support our long-term population and employment projections
   4) Environmental research that will help reduce emissions, improve air quality, and mitigate health impacts in Utah
   5) Commercial real estate research that will broaden our reach
   6) Research on the impact of affordable high-density housing on surrounding residential values
   7) The Utah Coal Country Strike Team’s work to diversify the economies in Carbon and Emery counties
   8) Visual Guide to Tax Modernization: Part II
   9) Opportunity Zones

b. Cultivate outstanding relationships with our campus partners

i. President’s Office
   1) Alliance for the American Dream
   2) Landmark study on economic impact of University of Utah

ii. Eccles School
   1) Dean’s Team
   2) Marriner S. Eccles Institute for Economics and Quantitative Analysis
   3) QAMO faculty and students
   4) Ivory-Boyer Real Estate Center and Utah Real Estate Challenge
   5) Sorenson Impact Center
   6) Lassonde Entrepreneur Institute
   7) Daniel’s Fund Ethics Initiative
   8) Business Scholar fellowships and Interns
   9) Teaching and events

iii. College of Social and Behavioral Sciences
   1) Advancement Board
   2) Utah Population Database and Wasatch Front Research Data Center
      1. Serve on RDC Steering Committee
   3) Teaching and events
   4) Graduate assistants
   5) Interns

iv. Hinckley Institute
   1) Hinckley Forum participation
   2) Hinckley Report
   3) Hinckley Poll
   4) Election briefs
   5) Teaching and events
B SERVE OUR COMMUNITY

1. Intent statement

At the end of 500 days, the Institute will have fortified the service mission of our flagship public university by sharing fact-based research that enriches our community and positively shapes Utah’s future. In doing so, we will contribute to the University of Utah’s strategic goal to “engage communities to improve health and quality of life” and be the University FOR Utah in action.

2. Action steps

a. Cultivate outstanding relationships and outcomes with our strategic partners

i. Governor’s Office
   (GOMB, GOED, and OED focus)
   1) Provide economic intelligence
   2) Collaborate on demographic and economic research
   3) Provide economic and demographic training
   4) Strengthen Partner in the Community relationship

ii. Utah Legislature
   1) Provide economic intelligence
   2) Host bi-annual policy summits
   3) Prepare air quality/changing climate road map for legislative consideration
   4) Secure support for expanded public finance research
   5) Support League of Tomorrow for Utah House Speaker Brad Wilson
   6) Provide economic and demographic training to staff and elected officials

iii. Economic Development Corporation of Utah
   1) Serve as economic advisor
   2) Support senior advisor

iv. Salt Lake Chamber
   1) Serve as chief economist
   2) Support CEOUtlook
   3) Publish Utah Informed
   4) Support Utah Economic Summit
   5) Strengthen Partner in the Community relationship

v. Salt Lake County
   1) Provide economic and demographic intelligence via contract work
   2) Support climate change work group
   3) Secure Partner in the Community relationship
vi. Salt Lake City  
  1) Provide economic and demographic intelligence via contract work  
  2) Strengthen Partner in the Community relationship  

vii. United Way of Salt Lake  
  1) Support committee and board service  

viii. Utah League of Cities and Towns  
  1) Partner to provide training to local government elected officials and staff  
  2) Present at annual meetings  

ix. Utah Association of Counties  
  1) Partner on regional development efforts, including the Utah Coal Country Strike Team  

x. World Trade Center Utah  
  1) Serve on board  
  2) Host international VIPs  

b. Take the Institute to Utah's heartland and establish statewide presence  
   i. Focus on regional centers with institutions of higher learning:  
      1) Logan  
      2) Ogden-Layton  
      3) Provo-Orem  
      4) Price  
      5) Richfield  
      6) Vernal  
      7) Cedar City  
      8) St. George  

   c. Improve report accessibility and distribution  
      i. Make continuous improvements to website and social media  
      ii. Maintain library of printed reports  
      iii. Distribute printed reports to focused constituencies  
      iv. Share work product statewide  
      v. Submit all publications to the Marriott Library’s Institutional Research – “Kem C. Gardner Policy Institute Collection”  

   vi. Implement file naming conventions for publicly distributed documents.  
   vii. Implement standards for specifying “document properties” (metadata) on all publicly distributed PDF documents.  
   viii. Create digital object identifiers for major research products  

The Gardner Institute embraces an optimistic, can-do spirit. We are positive and passionate about our work and its impact on the community.  

“I dwell in possibility.”  
Emily Dickinson
**INVEST IN TALENT**

1. **Intent statement**
   
   At the end of 500 days, we will have deepened our expertise and created a fantastic learning culture. In doing so, we will contribute to the University of Utah’s strategic goal to “develop and transfer new knowledge” and “improve health and quality of life.”

2. **Action steps**

   a. **Support employee skill development**
      
      i. Provide additional writing and other professional training
         1) Increase knowledge and application of AP Style
            a) Customize AP Stylebook for Institute
         2) Refine and standardize “Analysis in Brief”
      
      ii. Support high-value professional development opportunities

   b. **Be actively engaged in Institute culture building**
      
      i. Achieve greater collegiality, trust, and empathy among staff
      ii. Foster professional meaning for each employee
      iii. Connect “mini-cultures” within the Institute
      iv. Eliminate gap between Leadership Team and staff

   c. **Attract promising new senior talent**
      
      i. Economics and demographics
         1) Establish rigorous and service-based public finance practice area
            a) Secure additional public finance talent and resources
         2) Enhance environmental expertise to support existing energy and tourism practice areas
         3) Hire outstanding new talent to support senior analysts
         4) Contract with prominent outside experts when needed
         5) Provide opportunity for graduate assistant in demography
      
      ii. Survey research
         1) Develop deliberative practice
         2) Provide and expand technical support for Hinckley Poll

   d. **Improve existing and add new advisory councils**
      
      i. Feature on website
      ii. Involve in events
      iii. Form new advisory council on thought leadership

   e. **Maximize value from senior advisors**

   f. **Continually assess need for additional talent**
**CREATE CENTRAL GATHERING PLACE**

1. **Intent statement**
   At the end of 500 days, the Thomas S. Monson Center will fulfill its potential as an embassy for the University of Utah downtown and be recognized as an acclaimed center for policy leadership in Utah. In doing so, we will contribute to the University of Utah’s strategic goal to “engage communities to improve health and quality of life.”

2. **Action steps**
   a. Contribute to improved leadership and management of the Monson Center to fully utilize it as an embassy
      i. Strengthen financial standing
      ii. Optimize public purpose utilization
      iii. Build out the Hinckley-Gardner-Hatch vision
      iv. Reduce emphasis on private gatherings that detract from embassy vision and compete with private sector
   b. Finish construction of Garden Level of the West Wing for staff offices and meeting space
   c. Host nine Newsmaker Breakfasts a year
   d. Host Utah State Data Center Annual Conference
   e. Host two Utah Population Committee meetings each year
   f. Host three Informed Decision Seminars a year
      i. Partner with Utah Community Builders
      ii. Partner with Urban Institute
      iii. Partner with Hatch Center
   g. Convene Annual Leavitt-Romney Symposium
   h. Host events with the Sutherland Institute, the United Way, and others
   i. Co-host the Utah Legislature’s policy summit every other year
   j. Host bi-monthly Utah Economic Council meetings and quarterly Economic Club of Utah meetings
   k. Host the annual Informed Decision Maker of the Year luncheon
   l. Host two deliberative engagement events annually
   m. Present Economic Lifetime Achievement Award as appropriate
CULTIVATE NATIONAL PROFILE

1. Intent statement

At the end of 500 days, the Institute will be affiliated with prominent national organizations and successfully showcase Utah public policy success stories with national audiences. In doing so, we will contribute to the University of Utah’s strategic goal to “develop and transfer new knowledge.”

2. Action steps

a. Capitalize on national opportunities to showcase the institute

   i. Marriner S. Eccles Institute for Economics and Quantitative Analysis
   ii. Center for Value Based Health Care
       1) Establish Utah as a recognized global center for value-based health care
   iii. Hatch Center
   iv. Sutherland Institute
   v. 2020 Decennial Census
   vi. American Enterprise Institute
   vii. Brookings Institution
   viii. Pew
   ix. Volcker Alliance
   x. Western Political Science Association
   xi. National Governors Association
   xii. National League of Cities
   xiii. Conference for State Governments
   xiv. National Association of State Budget Officers
   xv. National Conference of State Legislatures
   xvi. National Association of Counties
   xvii. Association for University Business and Economic Research
   xviii. Consortium of University Public Service Organizations
   xix. Stanford Institute for Economic Policy Research
       1) Attend 2020 Economic Summit
   xx. Media
       1) Deseret News National Edition
       2) Paper of record - Salt Lake Tribune
   xxi. Other business, non-profit, or academic groups

b. Double the number of articles published by an out-of-state entity

c. Host a western states economic symposium in Salt Lake City

d. Host or participate in five events a year in Washington, DC.
CREATE LONG-TERM STABILITY

1. Intent statement
At the end of 500 days, the Institute will be recognized as an essential community asset worthy of ongoing investment from our named donor, the university, state and local governments, and business and community leaders. In doing so, we will contribute to the University of Utah’s strategic goal to “ensure long-term vitality of the University.”

2. Action steps
a. Form and convene an Executive Committee of the Advisory Board to recommend succession planning, a long-term budget plan, and Institute priorities.
   i. Co-chaired by Dean Taylor Randall and Clark Ivory
b. Adopt a written succession plan for senior leadership
c. Adopt ten-year budget plan
d. Foster continued development of Partners in the Community Program
   i. Maintain existing partners
   ii. Secure additional partners
e. Add another representative of Utah’s tech industry to advisory board
f. Participate actively in Hatch Center discussions to secure a financial relationship/partnership
g. Achieve short-term budget objectives that support long-term success.
   i. Annual contract growth of 3 percent
   ii. Limit steady-state expenditures to 2.5 percent
h. Regularly monitor the one-third budget strategy, endowment, and long-term conceptual budget scenarios.
VI  Budget

Sources of Funds, FY19

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Funds</td>
<td>1,262,980</td>
</tr>
<tr>
<td>Contracts</td>
<td>902,717</td>
</tr>
<tr>
<td>Development</td>
<td>1,349,992</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>3,515,689</strong></td>
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Uses of Funds, FY19

<table>
<thead>
<tr>
<th>Use</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>2,104,033</td>
</tr>
<tr>
<td>Benefits</td>
<td>749,066</td>
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<tr>
<td>Building O &amp; M</td>
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<tr>
<td>Consultants/Participant Support</td>
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<tr>
<td>Travel/Business Meals</td>
<td>116,168</td>
</tr>
<tr>
<td>Software &amp; Licensing Fees</td>
<td>50,098</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>25,242</td>
</tr>
<tr>
<td>Equipment &amp; Telephone Exp</td>
<td>29,063</td>
</tr>
<tr>
<td>Printing/Copying-Design</td>
<td>32,728</td>
</tr>
<tr>
<td>Employee Support</td>
<td>20,597</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>51,214</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,269,519</strong></td>
</tr>
</tbody>
</table>

Kem C. Gardner Policy Institute
Revenue Sources

FY 2013: $1.20 million
- State Funding: $666,686 (56%)
- Contracts: $1,235,478 (44%)
- Donations: $500 (0%)

FY 2014: $1.90 million
- State Funding: $1,134,447 (65%)
- Contracts: $1,223,722 (27%)
- Donations: $155,000 (8%)

FY 2015: $1.85 million
- State Funding: $768,965 (42%)
- Contracts: $1,038,839 (51%)
- Donations: $131,750 (7%)

FY 2016: $3.26 million
- State Funding: $1,223,722 (37%)
- Contracts: $1,254,416 (39%)
- Donations: $936,500 (29%)

FY 2017: $3.25 million
- State Funding: $1,078,831 (33%)
- Contracts: $1,209,636 (38%)
- Donations: $1,103,839 (34%)

FY 2018: $3.75 million
- State Funding: $948,963 (26%)
- Contracts: $858,867 (26%)
- Donations: $768,965 (28%)

FY 2019: $3.52 million
- State Funding: $1,217,490 (38%)
- Contracts: $1,262,980 (36%)
- Donations: $936,500 (29%)

Source: Kem C. Gardner Policy Institute
VI Key Performance Indicators FY 2019

Influence Pathway

University of Utah Strategic Goals

- **Teaching**: Transform lives
- **Research**: Develop and transfer new knowledge
- **Service**: Improve health and quality of life
- **Vitality**: Ensure long-term vitality of the university

Kem C. Gardner Policy Institute Strategic Objectives

- **Connect**: academia and action
- **Serve**: our community
- **Invest**: in talent
- **Create**: a central gathering place
- **Cultivate**: a national profile
- **Create**: long-term stability

Areas of Influence

- We are honest brokers of INFORMED RESEARCH that guides INFORMED DISCUSSIONS and leads to INFORMED DECISIONS™

More Prosperous Community

The Key Performance Indicators measure how effective we are at meeting the six strategic objectives. We monitor these indicators over time and adjust plans as needed to ensure that our work leads to a more prosperous community.

**Contract Value**

<table>
<thead>
<tr>
<th>Year</th>
<th>Value (Thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2015</td>
<td>$948,963</td>
</tr>
<tr>
<td>FY 2016</td>
<td>$1,103,839</td>
</tr>
<tr>
<td>FY 2017*</td>
<td>$1,078,831</td>
</tr>
<tr>
<td>FY 2018</td>
<td>$858,867</td>
</tr>
<tr>
<td>FY 2019</td>
<td>$902,717</td>
</tr>
</tbody>
</table>

* In spring, 2018, the Gardner Institute transferred a large, multi-year contract to the College of Social and Behavioral Science.
Source: Gardner Institute

**Partners in the Community and other donations**

<table>
<thead>
<tr>
<th>Year</th>
<th>Value (Thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2015</td>
<td>$131,750</td>
</tr>
<tr>
<td>FY 2016</td>
<td>$936,500</td>
</tr>
<tr>
<td>FY 2017</td>
<td>$917,932</td>
</tr>
<tr>
<td>FY 2018</td>
<td>$1,217,490</td>
</tr>
<tr>
<td>FY 2019</td>
<td>$1,349,992</td>
</tr>
</tbody>
</table>

Source: Gardner Institute
The Gardner Institute values our partners in the community who fund our public purpose research mission.

“My friends are my estate.”

Emily Dickinson

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**Interns, Fellows, and Graduate Assistants**

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>AY 2015</td>
<td>8</td>
</tr>
<tr>
<td>AY 2016</td>
<td>9</td>
</tr>
<tr>
<td>AY 2017</td>
<td>12</td>
</tr>
<tr>
<td>AY 2018</td>
<td>15</td>
</tr>
<tr>
<td>AY 2019</td>
<td>19</td>
</tr>
</tbody>
</table>

Source: Gardner Institute

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**Faculty and Center Collaborations**

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Collaborations</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2015</td>
<td>3</td>
</tr>
<tr>
<td>FY 2016</td>
<td>3</td>
</tr>
<tr>
<td>FY 2017</td>
<td>5</td>
</tr>
<tr>
<td>FY 2018</td>
<td>5</td>
</tr>
<tr>
<td>FY 2019</td>
<td>14</td>
</tr>
</tbody>
</table>

Source: Gardner Institute

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**Storybook: Year in Review**

- **August 2018**: GOMB and Legislative Staff Training
- **January 2019**: American Dream Ideas Challenge, pitch in Phoenix, AZ
- **December 2018**: Mrs. Claus visits for the Holidays
- **June 2019**: Testimony to the Joint Economic Committee, US Congress
- **June 2019**: Salt Lake Catholic Diocese request for Pope Francis
- **June 2019**: American Dreams Ideas Challenge, final pitch in NYC

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**Research Highlights**

- Utah’s Coal Country Strike Team
- Salt Lake City’s Current Apartment Boom
- Economic Impact of Utah’s Life Sciences Industries
- Economic Report to the Governor
- Informed Decisions 2018 Election Brief
- A Visual Guide to Tax Modernization
- Staying Ahead of the Curve: Utah’s Health Care Needs
- Measuring Economic Diversity: The Hachman Index
- The Year in Charts: Utah’s Housing Market

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**Media Mentions**

<table>
<thead>
<tr>
<th>Year</th>
<th>Mentions</th>
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</thead>
<tbody>
<tr>
<td>CY 2016</td>
<td>113</td>
</tr>
<tr>
<td>CY 2017</td>
<td>125</td>
</tr>
<tr>
<td>CY 2018</td>
<td>163</td>
</tr>
</tbody>
</table>

Source: Google News

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**Major Convenings**

- Gardner Institute Symposium: Social Determinants of Health
- National host of Association for University Business and Economic Research (AUBER) conference
- Utah Economic Outlook, in partnership with the Salt Lake Chamber
- Economic Club of Utah Semi-Annual Outlook
- Informed Decision Maker Annual Luncheon
- Monthly Newsmaker Breakfasts
Partners in the Community

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

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

Executive Partners
Mark and Karen Bouchard
The Boyer Company
Salt Lake Chamber
Sorenson Impact Center

Sustaining Partners
Clyde Companies
Dominion Energy
Staker Parsons Companies

Kem C. Gardner Policy Institute Advisory Board

Conveners
Michael O. Leavitt
Mitt Romney

Board
Scott Anderson, Co-Chair
Gail Miller, Co-Chair
Doug Anderson
Deborah Bayle
Cynthia A. Berg
Roger Boyer
Wilford Clyde
Sophia M. DiCaro
Cameron Diehl
Lisa Eccles
Spencer P. Eccles
Matt Eyring
Kem C. Gardner
Christian Gardner
Brandy Grace
Clark Ivory
Mike S. Leavitt
Kimberly Gardner Martin
Derek Miller
Ann Millner
Sterling Nielsen
Cristina Ortega
Jason Perry
Ray Pickup
Gary B. Porter
Taylor Randall
Jill Remington Love
Brad Rencher
Josh Romney
Charles W. Sorenson
James Lee Sorenson
Vicki Varela
Ruth V. Watkins
Ted Wilson
Natalie Gochnour, Director

Ex Officio (invited)
Governor Gary Herbert
Speaker Brad Wilson
Senate President
Stuart Adams
Representative Brian King
Senator Karen Mayne
Mayor Jenny Wilson
Mayor Jackie Biskupski

Kem C. Gardner Policy Institute Staff and Advisors

Leadership Team
Natalie Gochnour, Associate Dean and Director
Jennifer Robinson, Associate Director
Shelley Kruger, Accounting and Finance Manager
Colleen Larson, Administrative Manager
Dianne Meppen, Director of Survey Research
Pamela S. Perlich, Director of Demographic Research
Juliette Tennert, Director of Economic and Public Policy Research
Nicholas Thiriot, Communications Director
James A. Wood, Ivory-Boyler Senior Fellow

Faculty Advisors
Matt Burbank, Faculty Advisor
Adam Meirovitz, Faculty Advisor

Senior Advisors
Jonathan Ball, Office of the Legislative Fiscal Analyst
Gary Cornia, Marriott School of Business
Theresa Foxley, EDCUtah
Darin Mellott, CBRE
Chris Redgrave, Zions Bank
Bud Scruggs, Cynosure Group
Wesley Smith, Western Governors University

Staff
Samantha Ball, Research Associate
Mallory Bateman, Research Analyst
DJ Benway, Research Analyst
Marin Christensen, Research Associate
Mike Christensen, Scholar-in-Residence
John C. Downen, Senior Managing Economist
Dejan Eskic, Senior Research Analyst
Emily Harris, Demographer
Michael T. Hogue, Senior Research Statistician
Mike Hollingshaus, Demographer
Thomas Holst, Senior Energy Analyst
Meredith King, Research Coordinator
Jennifer Leaver, Research Analyst
Angela J. Oh, Senior Managing Economist
Levi Pace, Senior Research Economist
Joshua Spolsdoff, Research Economist
Paul Springer, Senior Graphic Designer
Laura Summers, Senior Health Care Analyst
Natalie Young, Research Analyst

Informed Decisions™
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