

1000-DAY STRATEGIC PLAN

Kem C. Gardner Policy Institute | January 30, 2026

UNIVERSITY OF UTAH
DAVID ECCLES SCHOOL OF BUSINESS

KEM C. GARDNER POLICY INSTITUTE

Vision:

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

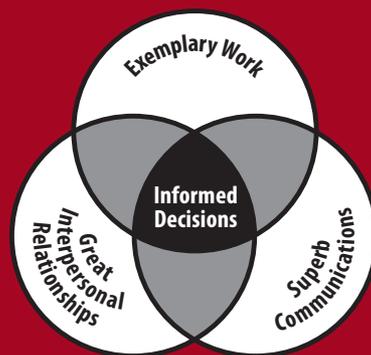
Mission:

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

Foundational Pillars:



DAVID ECCLES SCHOOL OF BUSINESS STRATEGIC PLAN

Our Next Ascent charts the course ahead.

In alignment with the University of Utah's Impact 2030 Vision, The Eccles School is committed to leading the way and embracing the future of business education by leveraging our strengths, fostering innovation, and driving impact. These key principles are the foundation of the Eccles School's strategic direction and reflect our commitment to advancing thought leadership, creating meaningful change, and preparing the next generation of business leaders.

Strategic Priorities:

Societal Impact: Expand impact to help our people, businesses, and economy thrive.

Student Success: Help every student seek and reach their peak via personal, academic, and professional growth.

Legacy: Drive lasting influence through purposeful growth and enduring excellence.

UNIVERSITY OF UTAH

Vision:

To improve the life and health of every Utahn and advance a new national higher education model for delivering societal impact.

Mission:

The University of Utah drives unsurpassed societal impact by preparing students from diverse backgrounds to be leaders and global citizens who strengthen our society and democracy; generating and sharing new knowledge, discoveries and innovations that supercharge our economy and improve lives locally, nationally and globally; and engaging local, national and global communities to promote education, health and quality of life.

Values:

- Inspire Students
- Accelerate Discovery
- Serve Communities
- Promote Wellbeing
- Be Entrepreneurial
- Amplify Place

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 Strategy 2030 plan and the David Eccles School of Business'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.

- **Support state economic decision-making.**
 1. Economic contribution and impact
 2. Economic development
 3. Macroeconomic forecast
 4. Government revenue and expenditure analysis
 5. Economic Report to the Governor
- **Be the preeminent source for population data and analysis.**
 1. Population estimates (state, county, and place)
 2. Long-term planning projections
 3. Demographic characteristics
 4. 2020 Census and 2030 Census preparatory work
- **Create meaningful and applicable research in our practice areas.**
 1. Education
 2. Health care and human services
 3. Housing, construction, and real estate
 4. Natural resources
 5. Public finance
 6. Travel and tourism, including Olympic and Paralympic Winter Games
- **Maintain and promote key data sets and dashboards.**
 1. Ivory-Boyer construction database
 2. Population estimates program database
 3. Population projections database
 4. Economic dashboard
 5. County tourism dashboard

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

- **Continue to deliver on, recharge, and expand upon established convenings.**
 1. Newsmaker Breakfasts
 2. Decision-maker of the Year Awards
 3. Economic Lifetime Achievement Awards
 4. State Data Center Conference
 5. Advisory council meetings
 6. Utah Homebuilders Roundtable
 7. Utah Economic Council
 8. Economic Club of Utah
 9. Utah Population Committee
 10. Impact Scholar visits
 11. Societal Impact seminars
 12. Media roundtables
 13. Great Salt Lake Strike Team

- **Create and facilitate new convenings.**
 1. Pre-release briefings
 2. Rural outreach

- **Expand trainings for decision-makers statewide. Partner where feasible.**
 1. Utah economy
 2. Utah demographics
 3. Utah public finance
 4. Housing affordability
 5. Public communications
 6. Strategic planning

- **Serve as a neutral convener/independent facilitator on public issues that benefit from deliberative discussions, focus groups, and survey research.**

- **Provide backbone support to the Utah Association of Policy Centers in partnership with Utah State University, Brigham Young University, and Utah Valley University.**

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

■ Invest in meaningful student experiences.

1. Graduate assistantships
2. Internships
3. Ivory Experiences
4. Scholarships
5. Economic paper competition
6. Class instruction and guest lectures

■ Prioritize engagement with university faculty, institutes, and centers in our research and events.

1. Eccles School
2. Department of Economics
3. Hinckley Institute
4. Utah Education Policy Center
5. School of Public Affairs
6. Olympic Center for Societal Impact
7. Huntsman Mental Health Institute
8. University of Utah Health

■ Engage statewide and share the institute’s research with a focus on college and university towns.

■ Invest in our strategic partnerships.

1. Associations of Government
2. Economic Development Corporation of Utah
3. Governor’s Office/GOPB/GOEO
4. Salt Lake Board of Realtors
5. Salt Lake City/Capitol City
6. Salt Lake County/Capitol County
7. Salt Lake Chamber/
Utah Chamber
8. Salt Lake Homebuilders Association
9. Sutherland Institute
10. The Road Home
11. UNITE
12. United Way of Salt Lake
13. U.S. Census Bureau
14. Utah 2034/UOLF
15. Utah Association of Counties
16. Utah Association of Realtors
17. Utah Division of
Multicultural Affairs
18. Utah League of Cities and Towns
19. Utah Legislature/LFA/OLRGC/OLAG
20. World Trade Center Utah

■ Seek collaborations with targeted national entities.

1. American Association for the Advancement of Science
2. American Enterprise Institute
3. Association for University Business and Economic Research
4. Brookings Institution
5. Council for State Governments
6. Consortium of University Public Service Organizations
7. National Association of Business Economists
8. National Association of Chronic Disease Directors
9. National Association of Counties
10. National Association of State Budget Officers
12. National Conference of State Legislatures
13. Opportunity Insights
13. Pew Charitable Trusts
14. Population Reference Bureau
15. Stanford Institute for Economic Policy Research
16. Western Political Science Association
17. Western Regional Science Association

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

- **Embrace the inherent dignity of all people and celebrate the richness that different viewpoints provide.**
- **Engage in unfiltered discussion around ideas.**
- **Create a learning culture that actively engages with and develops employees.**
 1. Structured trainings
 2. Stretch assignments
 3. Cross-training
 4. Lunch-and-Learns
 5. Leadership opportunities
 6. Mentoring
 7. Open-door policy
- **Provide exceptional staff experiences.**
 1. Annual retreat
 2. Field trips that add to our expertise and strengthen relationships
 3. Current event discussions
 4. Community service
- **Value and prioritize an in-office work environment.**

KEM C. GARDNER POLICY INSTITUTE

We are an honest broker of

INFORMED
RESEARCH

that guides

INFORMED
DISCUSSIONS

and leads to

INFORMED
DECISIONS™

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
Christian and Marie Gardner Family
Intermountain Health
Clark and Christine Ivory Foundation
KSL and Deseret News
Larry H. & Gail Miller Family Foundation
Mountain America Credit Union
Salt Lake City Corporation
Salt Lake County
University of Utah Health
Utah Governor's Office of Economic Opportunity
WCF Insurance
Zions Bank

Executive Partners

The Boyer Company
Clyde Companies

Sustaining Partners

Enbridge
Salt Lake Chamber
Staker Parson Materials and Construction
Utah Chamber
Wells Fargo

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
Roger Boyer
Michelle Camacho
Sophia M. DiCaro
Cameron Diehl
Kurt Dirks
Lisa Eccles

Spencer P. Eccles
Christian Gardner
Kem C. Gardner
Kimberly Gardner
Natalie Gochnour
Brandy Grace
Jeremy Hafen
Clark Ivory
Ann Marie McDonald
Derek Miller
Ann Millner
Sterling Nielsen
Jason Perry
Ray Pickup
Gary B. Porter

Taylor Randall
Jill Remington Love
Josh Romney
Charles W. Sorenson
James Lee Sorenson
Vicki Varela

Ex Officio (invited)

Governor Spencer Cox
Speaker Mike Schultz
Senate President Stuart Adams
Representative Angela Romero
Senator Luz Escamilla
Mayor Jenny Wilson
Mayor Erin Mendenhall

Kem C. Gardner Policy Institute Staff and Advisors

Leadership Team

Natalie Gochnour, Associate Dean and Director
Jennifer Robinson, Chief of Staff
Mallory Bateman, Director of Demographic Research
Phil Dean, Chief Economist and Senior Research Fellow
Shelley Kruger, Director of Accounting and Finance
Colleen Larson, Associate Director of Administration
Nate Lloyd, Director of Economic Research
Laura Summers, Director of Public Policy Research
Nicholas Thiriot, Communications Director
James A. Wood, Ivory-Boyer Senior Fellow

Staff

Eric Albers, Senior Natural Resources Policy Analyst
Samantha Ball, Dignity Initiative Research Director
Parker Banta, Public Policy Analyst
Melanie Beagley, Senior Health Research Analyst
Kristina Bishop, Research Economist
Andrea Thomas Brandley, Senior Education Analyst
Kara Ann Byrne, Senior Health and Human Services Analyst
Nate Christensen, Research Economist
Moirra Dillow, Housing, Construction, and Real Estate Analyst
John C. Downen, Senior Research Fellow
Dejan Eskic, Senior Research Fellow and Scholar
Kate Farr, Monson Center Maintenance Specialist
Chance Hansen, Communications Specialist

Emily Harris, Senior Demographer
Michael T. Hogue, Senior Research Statistician
Mike Hollingshaus, Senior Demographer
Madeleine Jones, Dignity Initiative Field Director
Jennifer Leaver, Senior Tourism Analyst
Maddy Oritt, Senior Public Finance Economist
Levi Pace, Senior Research Economist
Praopan Pratoomchat, Senior Research Economist
Heidi Prior, Public Policy Analyst
Megan Rabe, Demography Research Associate
Natalie Roney, Research Economist
Shannon Simonsen, Research Coordinator
Paul Springer, Senior Graphic Designer
Gaby Velasquez, Monson Center Special Events Coordinator
Cayley Wintch, Monson Center Building Manager
David Witt, Dignity Initiative Program Associate

Senior Advisors

Jonathan Ball, Office of the Legislative Fiscal Analyst
Ari Bruening, Community-at-Large
Silvia Castro, Suazo Business Center
Gary Cornia, Marriott School of Business
Beth Jarosz, Population Reference Bureau
Dianne Meppen, Community-at-Large
Pamela S. Perlich, Community-at-Large
Chris Redgrave, Community-at-Large
Juliette Tennert, Elevated Economic Analysis

INFORMED DECISIONS™

Kem C. Gardner Policy Institute | 411 East South Temple Street, Salt Lake City, Utah 84111
801-585-5618 | gardner.utah.edu

