

Council Approval

Note: This form is intended to track the progress of a proposal (whether from Academic Affairs or Health Sciences) through the Undergraduate and Graduate Councils.

Proposal: Kem C. Gardner Policy Institute (Full Status)

This proposal needs to go through:

Undergraduate Council
Graduate Council
Both Approvals
Grad Approval/Undergrad Notification

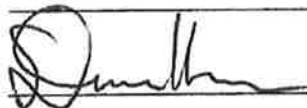
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This proposal has been approved by:

Chair of Undergraduate Council

Date: _____

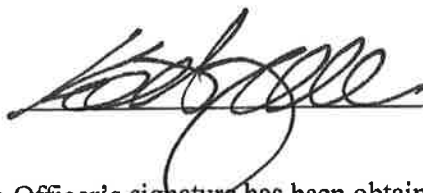
Chair of Graduate Council



Date: 3/1/18

Once the appropriate signature(s) have been obtained, please forward this completed form to the Office of the Senior Vice President for Academic Affairs. *(NOTE: The SVP-AA is the Chief Academic Officer for the University of Utah and reports to the Board of Regents in this capacity. When necessary, the CAO will get a signature from the SVP-HSC.)*

Chief Academic Officer



Date: 4.3.18

Once the Chief Academic Officer's signature has been obtained, this approval document will be forwarded to the **Office of the Academic Senate**.

**Utah System of Higher Education
New Administrative Unit Proposal
Cover/Signature Page - Abbreviated Template**

Institution Submitting Request: University of Utah

Proposed Effective Date¹:

Institutional Board of Trustees' Approval Date:

Proposed Unit Title: Kem C. Gardner Policy Institute

Sponsoring School, College, or Division: David Eccles School of Business

Sponsoring Academic Department(s) or Unit(s):

Proposed Unit Type:

<input type="checkbox"/>	New Administrative Unit
<input type="checkbox"/>	New Center
<input checked="" type="checkbox"/>	New Institute
<input type="checkbox"/>	New Bureau
<input type="checkbox"/>	Conditional Three-Year Approval for New Center, Institute, or Bureau

Chief Academic Officer (or Designee) Signature:

I, the Chief Academic Officer or Designee, certify that all required institutional approvals have been obtained prior to submitting this request to the Office of the Commissioner.

_____ Date:

☐ I understand that checking this box constitutes my legal signature.

¹ "Proposed Effective Date" refers to date after Regent approval when new unit is operational or change to unit is published.

New Unit Description - Abbreviated Template

Section I: The Request

University of Utah requests approval to establish Kem C. Gardner Policy Institute effective . This action was approved by the institutional Board of Trustees on .

Section II: Program Proposal

Administrative Unit Description/Rationale

Present a brief description of the unit. Describe the institutional procedures used to arrive at the action being proposed. Briefly indicate why a new administrative unit or change to the unit is justified. Are similar units offered elsewhere in the USHE or the State? State how the institution and the USHE benefit from the proposed unit or unit change.

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 demographic experts, leaders on the Utah economy, and specialists on public policy and survey research. The Gardner Policy Institute received a conditional three-year approval for a new institute in 2014 and now is seeking permanent status as a university institute.

The services we provide include:

Economics --Our seasoned team of economists analyses economic impacts, prepares economic forecasts, examines tax and expenditure policies, and prepares economic development intelligence. We are experts on the Utah economy and specialists in public policy related to regional economics, economic development, and public finance.

Demographics --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 for the Census Bureau in Utah.

Survey research --Our public-purpose surveys, focus groups, and interviews help ensure the public's voice is heard in public policy and provide valuable insight for decision makers.

Community engagement --Our world class venue at the Thomas S. Monson Center on Salt Lake City's premier avenue, South Temple Street, serves as an embassy of thought, ideas, and innovation. We convene summits where opinion leaders take time to reflect and deliberate on innovative ideas and approaches. We partner with public entities and private organizations to create opportunities for guided discussion on specific subjects. We engage the community by hosting monthly Newsmaker Breakfasts, quarterly Informed Decisions™ Seminars, annual symposiums, and meetings of the Economic Club of Utah on topics of statewide, regional, and national importance.

The Gardner Policy Institute is the only institute in the Utah System of Higher Education that provides economic, demographic, survey research, and community engagement. Business leaders, non-profit professionals, and public officials at all levels of government --legislators, mayors, county commissioners, county and city council members, volunteer members of boards and commissions, and public employees --rely on the Gardner Policy Institute to share accurate data, prepare independent research, and convene policy discussions.

Consistency with Institutional Mission/Institutional Impact

Explain how the unit is consistent with the institution's Regents-approved mission, roles, and goals. Describe how the existing administrative structures support the proposed unit and identify new organizational structures that may be needed. What changes in faculty and staff will be required?

Mission, Roles, and Goals

The Gardner Policy Institute develops and shares economic, demographic and public policy data and research that helps community leaders make informed decisions. Our mission aligns with the University's mission and strategic goals.

Improve Health and Quality of Life

The Gardner Policy Institute's mission of helping community leaders make informed decisions matches the University's mission of service to improve health and quality of life. The institute exists to serve Utah and help our state prosper. While we make a contribution to regional, national, and international public policy issues, we focus on assisting communities within our state to make informed decisions.

Develop and Transfer New Knowledge

During the past three years, our team has published a number of peer reviewed articles, the Economic Report to the Governor, the UTAH INFORMED book, and numerous research papers, briefs, snapshots, and fact sheets - all contributing to the university's research mission. We have two faculty advisors and in FY17 conducted five collaborative research projects with faculty from the College of Social and Behavioral Sciences, College of Education, School of Medicine, and Natural History Museum.

Promote Student Success to Transform Lives

Gardner Policy Institute staff teach courses for departments and programs across campus and serve as members of graduate student committees. During the 2016-17 academic year, our staff taught five courses and guest lectured a number of times. The Gardner Policy Institute has partnerships with the Honor's College where we co-sponsor a Praxis Lab. We provide learning opportunities for both undergraduate and graduate students as interns, fellows, graduate assistants, and paid-work experience on our survey research projects each semester. In fall 2017, we had 15 students working as interns, fellows, and graduate assistants from the College of Social and Behavioral Science, the College of Humanities, and the College of Business.

Ensure Long-Term Viability at the University of Utah

The Gardner Policy Institute has taken purposeful steps to create long-term sustainability for the Institute. Working with the Eccles School, the Institute has secured a named donor, enlisted principle funding partners through its Partners in the Community Program, secured an additional state appropriation to fund its demographic work, and grown its contract work to serve the community.

Management Structure

The Kem C. Gardner Policy Institute is one of premier research institutes in the David Eccles School of Business. The Institute has a staff of 26 policy analysts, research associates, economists, and support personnel. Natalie Gochmour, associate dean in the Eccles School, leads the Gardner Policy Institute and reports to Dean Taylor Randall. In addition to reporting to the David Eccles School of Business, the Gardner Policy Institute has maintained a close relationship with the President's office, working with

Vice President Jason Perry. The management structure for the institute includes three additional components: the leadership team that oversees the operations and research, an advisory board that provides strategic direction, and a campus advisory team that coordinates intra-campus collaboration. Each of these are described in more detail below.

Leadership Team

The leadership team oversees the operations and research for the Gardner Policy Institute. The team meets twice a month to review potential contracts and grants, receive status reports on existing research projects, track metrics from the 500-Day Strategic Plan, plan events, and discuss other management priorities. This team includes the following staff:

- Director
- Associate director
- Managing director of demographics
- Managing director of economics and public policy
- Managing director of survey research and community engagement
- Ivory-Boyer senior fellow
- Communications director
- Accounting and finance manager
- Administrative manager

Advisory Board

The Gardner Policy Institute's Advisory Board provides strategic direction to the institute and helps establish it as an enduring community asset that assists elected officials, business and community leaders, and the public in making informed decisions. The board meets three times a year. Advisory Board Members are:

Conveners

Michael O. Leavitt

Mitt Romney

Board

Scott Anderson, Co-Chair

Gail Miller, Co-Chair

Doug Anderson

Deborah Bayle

Lane Beattie

Cynthia A. Berg

Roger Boyer
Wilford Clyde
Sophia M. DiCaro
Cameron Diehl
Lisa Eccles
Spencer P. Eccles
Matt Eyring
Kem C. Gardner
Christian Gardner
Matthew S. Holland
Clark Ivory
Ron Jibson
Mike S. Leavitt
Kimberly Gardner Martin
Ann Millner
Sterling Nielsen
Cristina Ortega
Jason Perry
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
Senator Orrin Hatch

Governor Gary Herbert

Speaker Greg Hughes

Senate President Wayne Niederhauser

Representative Brian King

Senator Gene Davis

Mayor Ben McAdams

Mayor Jackie Biskupski

Campus Advisory Team

The Campus Advisory Team advises us on intra-campus collaboration, including faculty connections, engaged learning, and coordination of research with other applied public policy activities on campus. Members include:

Natalie Gochnour
Director, Gardner Policy Institute

Jennifer Robinson
Assoc. Director, Gardner Policy Institute

Danielle Endres
Chair, Dept. of Communication

TBD
Social Research Institute

Sarah Munro
Special Assistant to the President,
University Neighborhood Partners

Jeremy Lund
Interim CEO, Sorenson Impact Center

Morgan Lyon-Cotti
Associate Director, Hinckley Institute of Politics

Steve Ott
Interim Director, MIAGE

Jason Perry
Vice President for Government Relations

Andrea Rorrer
Director, Utah Education Policy Center

Lina Svedin
Director, Master of Public Policy Program
Director, Master of Public Admin. Program

Jim Wood
Ivory-Boyer Senior Fellow,
Gardner Policy Institute

Cathleen Zick
Associate Dean, CSBS

Conflict of Interest Policy

The Gardner Policy Institute follows the University's policy on individual conflict of interests and institutional conflicts of interest. The University defines an individual conflict of interests as existing when one's personal financial interests have the potential to influence their University responsibilities in one or more of the following areas: research, business transactions, and intellectual property. Our principal investigators and key personnel complete the conflict of interest training and their conflict of interest disclosure in accordance with the University policy:

- At least annually
- Within thirty (30) days of discovering or acquiring (e.g., through purchase, marriage, or inheritance) a new Significant Financial Interest(s) -- or, in the case of UUHS Faculty and UUHS Managers, a Financial Relationship -- that is related to the individual's professional responsibilities to the University.
- A current certification is required prior to submitting a proposal to the Office of Sponsored Projects and prior to review of an application by the Institutional Review Board

The Gardner Policy Institute also follows the University's policy on institutional conflicts of interests, those that exist when the Institutional conflict of Interest Officer determines the University, or the University Official, has a Significant Institutional Financial Interest with a company that is conducting Research with Human Subjects at the University of Utah.

In addition, the Gardner Policy Institute's core values and criteria for selecting research projects help guide our work and help us to identify any potential conflicts of interest. The core values are:

1. **Responsibility to the community** - The Kem C. Gardner Policy Institute exists to serve Utah and help our state prosper. While we make a contribution to regional, national and international public policy issues, we focus on assisting communities of interest within our state make informed decisions.
2. **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.
3. **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.

4. **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.

5. **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.

The institute's criteria for selecting research projects within our internal policies and procedures help us manage our resources, ensures quality of our research projects, and helps to ensure our research aligns with the mission of the institute and the University.

Criteria for Selecting Projects:

I. Alignment with vision, mission and mantra

a. Vision - To be a vital gathering place and center for independent economic, demographic and public policy thought leadership.

b. Mission - To develop and share economic, demographic and public policy data and research that help individuals and the community make informed decisions.

c. Mantra - Informed decisions.

II. Public purpose filter

a. Potential contracts fall within a range of private and public interests. Accordingly, we evaluate each contract individually through a disciplined process that considers these four questions:

i. Will the contract help or has it been requested by a public or non-profit entity?

ii. Does the contract serve a well-defined, identifiable public interest?

iii. Will a private, for-profit entity bid on the contract?

iv. Does it serve an appropriate university purpose?

III. Timeliness

IV. Staff resources (Expertise and bandwidth)

V. Cost recovery

VI. Political sensitivity

VII. Pro bono policy

a. We work at a public university and recognize public service as an important component of our mission. Occasionally, and on a limited basis, we prepare pro-bono work as part of our mission. This work will be tightly limited in scope and closely aligned with our core competencies.

Finances

What costs or savings are anticipated with the actions proposed? What new facilities or modifications to existing facilities or equipment are needed? Describe any budgetary impact on other programs or units within the institution. If new funds are required, describe expected sources of funds.

Management of Institute Resources

The Gardner Policy Institute's 500-Day Strategic Plan serves as a tool to guide our work. The plan includes our vision, mission, values, strategic objectives, action steps, and metrics to guide both the daily and long-term direction of the institute. We view this plan as a rolling 500-day plan that is updated every 250 days. The strategic objectives are: 1) build talent base; 2) enhance existing and develop new areas of excellence that broaden and deepen our understanding of the Utah economy, Utah demographics, and public policy; 3) establish and enhance productive and meaningful relationships in the community; 4) strengthen student and faculty connections, assisting with data, research, and student experiences; 5) create a central gathering place for people to gather to discuss, learn about share and understand important data and ideas about Utah; 6) create long-term sustainability for the institute. A copy of the strategic plan is available on our website at: <http://gardner.utah.edu/wp-content/uploads/500DayPlan.pdf>

The Gardner Policy Institute's financial resources are closely monitored to ensure long-term sustainability for the institute and to contribute to the University's long-term viability. We seek to have balanced revenue from three sources: 1/3 from state funds, 1/3 from contract funds, and 1/3 from donor funds. The FY2017 budget was \$3.25 million. Approximately 39% of the budget is from state funding; 33% is from contracts; and 28% is from donations. We have long-term conceptual budget scenarios for the next 10 years, which include goals for new revenues, including increasing donations, and constraining expenditures on a fiscal year basis.

The Gardner Policy Institute has helped with the development of the Thomas S. Monson Center, including helping to secure the art loaned by Zion's Bank, Steinway piano gifted by Tom Guinney, and donations from Clark-Chris Ivory, Roger and Sara Boyer, Larry H. and Gail Miller Family Foundation, Zions Bank, KSL Broadcast Studio, Deseret News Community Conference Room, and R. Thayne Robson Conference Room.

Updates on the institute's resources are provided to Dean Taylor Randall and to the Advisory Board on a regular basis. We work closely with Dean Randall's team on our budget and fundraising activities.



COLLEGE OF SOCIAL
AND BEHAVIORAL SCIENCE

Departments

Anthropology

Economics

Family & Consumer Studies

Geography

Political Science

Psychology

Sociology

Interdisciplinary Programs

Environmental &

Sustainability Studies

Health, Society & Policy

ROTC

Aerospace Studies

Military Science

Naval Science

Institutes and Centers

Archaeological Center

National Center for Veterans Studies

Child & Family Development Center

DIGIT Center

Tanner Human Rights Center

March 4, 2018

Natalie Gochmour, Director
Kem C. Gardner Policy Institute
Thomas S. Monson Center
411 East South Temple Street
Salt Lake City, Utah 84111

Dear Director Gochmour:

I am delighted to add my enthusiastic support for permanent institute status for the Kem C. Gardner Policy Institute. Over the past three years, the Policy Institute has become an important resource for the Salt Lake Community and the broader state for data that can inform economic and other policy decisions of our leaders.

The College of Social and Behavioral Science has collaborated with the Policy Institute in numerous ways. I greatly appreciate your serving on our Advancement Board and I have enjoyed serving on the Advisory Board of the Institute. Several other faculty in the college serve on the campus advisory team, with Professor Matt Burbank serving in a more official role as a faculty advisor. I predict that several of our new professors in public policy will also have connections with the institute over time.

The Policy Institute supports our CSBS students including two graduate student assistantships. The career-relevant training these assistantships have provided is clear as two of these students were hired as full-time research associates at the institute. We are also very delighted that undergraduates in our new initiative, Solution Scholars, will be able to serve as interns at the Policy Institute, getting direct experience in how big challenges can be addressed through data driven solutions.

The Policy Institute has become an important resource for the university and the community to provide data in accessible ways to our leaders to inform their policy decisions. The institute is providing economic reports and providing summits that spark discussion among content experts and leaders that will help to advance the economic vitality of the state of Utah, while addressing challenges that are associated with population growth and demographic changes. Thus, I fully support the permanent status of the institute. Please contact me if there is additional information that I can provide.

Sincerely,

Cynthia A. Berg
Professor of Psychology

Office of the Dean
Building 73, First Floor
332 South 1400 East
Salt Lake City, Utah 84112