The Policy Institute Proposal
Cover/Signature Page

Institute Submitting Request: David Eccles School of Business
Proposed Title: The Policy Institute, University of Utah
Currently Approved Title(s): Bureau of Economic and Business Research
School: Center for Public Policy Administration
Department: David Eccles School of Business
Recommended Classification: Dean’s Office

Current Classification: 45.0602 Applied Economics
Proposed Beginning Date: 45.0501 Demography and Population Studies
Institution Board of Trustees Approval Date: 44.0501 Public Policy Analysis, General
SAME
TBD

Proposal Type (check all that apply):

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*Requires “Section V: Program Curriculum” of Abbreviated Template

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

"R-Watkins" Date: 5-12-14

Signature
Printed Name: Ruth Watkins
Program Request - Abbreviated Template
University of Utah/David Eccles School of Business
The Policy Institute
05/12/2014

Section I: Request

The University of Utah exists to serve the public interest and fulfills this mission by providing research, teaching and community service. A key component of this responsibility is to develop and share research with Utah leaders on the most important issues of the day — economic development, education, health care, and energy, to name just a few. To fulfill its mission, President Pershing and the Board of Trustees have made it a priority to expand public policy research through the creation of The Policy Institute at The University of Utah.

The David Eccles School of Business (DESB), in partnership with the College of Social and Behavioral Science (CSBS), seeks to create this new, university-wide public policy institute to provide decision makers with data-driven research and analysis to serve our state. The new institute will be housed at the Enos Wall Mansion on South Temple, which has been gifted to the University and will be restored to its original beauty and function. The institute is intended to become an influential and independent public policy institute and gathering place where locally relevant and data-driven thought leadership is developed, taught and shared. Overtime the institute will operate on a larger, regional and international platform.

The new institute will be engaged in four primary activities:

1) Demographics  Census Bureau State Data Center, Utah Community Data Project, population estimates and projections and special studies

2) Economics    Utah Economic Council, The Economic Club of Utah, Economic Report to the Governor, economic impact analyses, quarterly economic forecasts and special studies

3) Survey Research   Monthly business/community surveys, topical survey research, focus groups, public opinion gathering and engaged learning opportunities

4) Practice Areas  Applied practice areas including tourism, real estate/construction, leadership and training, collaborative problem solving, health care, education, energy, infrastructure and others

The faculty will be involved as advisors and collaborators on research projects. Their expertise in a variety of disciplines will serve the institute well as it studies critical issues facing our state. Faculty within DESB and CSBS has helped shape the scope and mission of this proposal through a series of discussions, face-to-face conversations and review of materials. It is proposed that faculty members serve on the advisory board.

Section II: Need

Great cities and states are home to prestigious centers of applied thought leadership that support informed public decision-making. Like the Hoover Institute in California or the Aspen Institute in Colorado, The Policy Institute at the University of Utah will fill this void. It is
anticipated that the institute will become a trusted public policy asset that will serve elected officials, community leaders and the public. It will build relationships between the U and policymakers, including legislators, business leaders, community leaders and the public. Located nearly equidistant from the U’s main campus, Capitol Hill, downtown and city hall, the mansion offers a unique venue to bring the outstanding capabilities of the University of Utah into the hands of community decision makers. In doing so, the new institute will enhance the reputation, relationships and relevance of the University of Utah with the community it serves.

66 Percent – The new institute will support Gov. Herbert and the Legislature’s goal to ensure that 66 percent of Utahns have a post-secondary degree or certificate. Provisional plans call for the new institute to assist with the state’s official population estimates and projections and for a practice area in educational policy development. This data and policy development will help the state measure progress toward the 66 percent goal and provide applied research on how to achieve the goal.

Section III: Institutional Impact

Instructional Programs
The proposed policy institute will support related instructional programs. The institute will support existing degree programs, particularly the Masters in Business Administration, Masters of Public Administration, Masters of Public Policy and Masters of Science in International Affairs and Global Enterprise. Support will include opportunities for internships for undergraduates, research opportunities for undergraduates and graduates, and paid graduate assistant positions that enhance the traditional educational experience and make our students more job-ready. Representatives of these programs will be invited to serve on the institute’s advisory board.

Leadership and Administration
The new institute will be administratively located within DESB, but will carry a university-wide name – The Policy Institute at the University of Utah – to convey that this is a university endeavor. The institute will be led by an associate dean in the business school who will have dual reporting to the Dean of DESB and the VP for Government Relations.

Advisory Board
An advisory board will be formed that includes university, governmental and community representation. The advisory board will advise on policies related to the vision, mission, objectives, management, positioning and public messaging of the institute. Their focus will be to provide strategic direction and help the institute enhance the relevance, relationships and reputation of the U so that, over time, it reaches a larger national and international audience. In addition to business and community leaders, the board will include faculty and staff from these partnering programs and entities:

- Masters of Public Policy/Masters of Public Administration
- Masters of International Affairs and Global Enterprise
- Hinckley Institute
- College of Social and Behavioral Science (at-large)
- College of Architecture + Planning (at-large)
- Masters of Business Administration

The director of the new institute will interface with the board to connect staff, faculty, students, elected officials, business and community leaders and the public with the vision and mission of the institute.
**BEHR-CPPA Merger**

The proposal includes a merger of the Bureau of Economic and Business Research (BEHR) and the Center for Public Policy Administration (CPPA). Both entities do similar and complementary work. By merging into a single entity and locating at the new mansion on South Temple, the University will have a more well-resourced and well-branded public policy entity.

**Faculty**

No faculty changes are anticipated. Staff changes are limited to the transfer of CPPA employees to the new institute. This will require the base, contractual and carry-over funding of CPPA to be transferred to the new institute.

**Fundraising**

The new institute will require the complete renovation of the Enos Wall Mansion and associated properties. The University’s Development Office is overseeing the fundraising for this in collaboration with DESB and other university interests.

**Program Development and Review**

The Policy Institute will partner with a variety of entities to develop programs and secure contracts. It is anticipated that the following entities will be actively involved with the institute in its development: Governor’s Office of Economic Development, Governor’s Office of Management and Budget, Legislative Fiscal Analyst, Legislative Research, Salt Lake County Economic Development, Salt Lake City Community and Economic Development, World Trade Center Utah, Salt Lake Chamber, Utah League of Cities and Towns and Utah Association of Counties. The institute will also engage with business and community leaders to develop relevant data and research timely economic and demographic issues. The advisory board and Dean of the David Eccles School of Business will annually review the institute’s progress and overall effectiveness.

**Section IV: Finances**

The new institute will combine the work product of CPPA and BEHR, as well as offering expanded services. Currently, both CPPA and BEHR do economic impact analyses and survey research. A merger of both entities will increase efficiencies in these overlapping areas.

Administrative efficiencies will also be achieved as these two relatively small units will be combined into a larger unit. As the institute expands its public policy offerings, other efficiencies are likely to be realized as the administrative functions are concentrated into one unit and synergies within the research staff are realized.

The institute will be funded through existing base funding and contracts, as well as new sources of funds as the institute is branded and expanded. BEHR and CPPA provide the base funding that will be augmented through a combination of other university funding, fee-for-service contracts, grants, and donations. The Enos Wall Mansion gift also presents numerous naming opportunities; some of the proceeds could be directed to the new institute.
February 17, 2014

Ruth Watkins  
Sr. Vice President for Academic Affairs  
University of Utah  
201 Presidents Circle, Rm. 203  
Salt Lake City, Utah  84112

SUBJECT: Merger of CPPA and BEBR to create a new policy institute

Dear Dr. Watkins:

The David Eccles School of Business (DESB) and the College of Social and Behavioral Science (CSBS) desire to partner in the creation of The Policy Institute, a new university-wide endeavor designed to enhance the relationships, reputation and relevance of the University of Utah with the community it serves. The Policy Institute will provide decision makers with data-driven research and analysis on the Utah economy, demographics and public opinion. Equipped with trusted information, Utah decision makers will make informed decisions that enhance Utah’s economy and national reputation.

The DESB and CSBS have agreed to merge the Center for Public Policy & Administration (CPPA) with the Bureau of Economic and Business Research (BEBR) as the two seed entities for this new institute. The merger of these two entities allows the University to establish a more well-resourced and unified public policy presence in the community. It also combines and creates synergies among researchers who have complementary experience and relationships within the community. A merger will increase administrative efficiencies and prevent potentially competing entities from representing the University.

The merger of CPPA and BEBR will require several internal administrative steps, which will proceed after approval of the new institute by the Board of Regents. We suggest that the new institute receive a new organization ID. The CPPA and BEBR will then be moved under the new ID. Both CPPA and BEBR will retain their existing IDs for a six to 12-month period during the transition to avoid confusion with existing grants and contracts.

The research staff and administrative staff of CPPA will be transferred to the new institute. The MIAGE program and the MPP program, which are currently housed within CPPA, and their two staff persons, will not be included in the new institute. The CSBS will determine their new organizational home.

In Spring 2014, all university entities are required to submit their budgets for approval. We suggest that CPPA and BEBR submit their budgets separately. However, CPPA and
BEBR will work together in the creation of each budget to ensure that there is adequate funding to support personnel and operations for when the two entities are one. We can do this informally and make sure the formal budgets that are submitted reflect this. Once the new org ID has been established, we can begin to merge the budgets.

The new institute will be funded through existing base funding and contracts, as well as new sources of funds as the institute expands. It is essential that base funding, carry-forward funding, and contracts/grants associated with the transferred employees and existing contracts be transferred into the new Institute. Carry-forward funds will be restricted to CPPA activities within the new institute.

A few more minor issues will also be addressed as the two organizations are merged. The property of CPPA and BEBR will become property of The Policy Institute. This will include physical property and electronic records. The two organizations will also work together through the Spring to ensure that new email address are established for all employees; CPPA’s electronic records are transferred from CSBS to the new institute; and the CPPA and BEBR’s website is redirected to The Policy Institute. Both CPPA and BEBR will work closely with the Office of Sponsored Projects, Grants and Contracting, and other relevant offices to ensure that the transition of our contracts and budgets is smooth.

Finally, by way of agreement between CSBS and DESB, grants and sponsored projects that CPPA submits will be counted toward CSBS sponsored project activity. The details of this accounting will be worked out between the two colleges.

We intend to be productive partners in creating The Policy Institute and see its potential to be an influential and revered institute serving the state. We have signed a partnership agreement delineating the terms of our partnership. We believe that both CSBS and DESB will benefit from this university-wide endeavor and look forward to offering our continued support.

Sincerely,

Cynthia Berg, Interim Dean
College of Social and Behavioral Science

Taylor Randall, Dean
David Eccles School of Business
PARTNERSHIP AGREEMENT
PARTNERSHIP AGREEMENT
David Eccles School of Business and College of Social and Behavioral Science
University of Utah
February 17, 2014

The David Eccles School of Business (DESB) and College of Social and Behavioral Science (CSBS) desire to partner in the creation of a new, university-wide public policy institute that will enhance the relevance, reputation and relationships of the University of Utah (U) with the community it serves. This Partnership Agreement (PA) delineates the purpose, objectives and specific agreements between the two entities in accomplishing this objective.

Background
President Pershing and the Board of Trustees have made it a priority to expand the reach and relevance of the U with business and community leaders. A major gift to the U presents a new opportunity for meeting this priority. A major benefactor has announced its intent to donate to the U the Enos Wall Mansion (and associated properties) on Salt Lake City’s historic South Temple Street. President Pershing has made the decision to locate a new public policy institute at this location. The institute will serve elected officials, community leaders and the public in making wise community decisions. The President’s Office has asked the David Eccles School of Business to serve as the backbone organization for this new institute and work collaboratively with other university partners to create a U-branded institute that enhances all of the entities involved. The primary partner to DESB in this endeavor is CSBS.

Purpose
The purpose of this agreement is to delineate a productive partnership between DESB and CSBS that benefits both entities and accomplishes the charge given by the president.

Objectives
General objectives of this agreement include the following:

- **Benefit the university and the community it serves**—The purpose of this new institute is to enhance public policy decision making in the state of Utah with relevant and timely data, research, and analysis. Both DESB and CSBS support this university-wide mission.

- **Benefit both DESB and CSBS**—This partnership should advantage both DESB and CSBS in fulfilling their respective missions.

Specific Agreement
DESB agrees to the following, subject to applicable University policies:

1. **Lead entity**—Serve as the lead entity in planning, financing, branding and launching the new institute. This includes developing the strategy, recruiting the talent, raising the funds, securing support, creating the partnerships and doing the marketing to successfully launch and implement the institute.

2. **Naming**—Support the naming of the institute as a university-branded entity. The new institute will not carry the David Eccles School of Business name even though the business school serves as the backbone organization. Certain economic functions, like the Economic Club of Utah and Utah Business Sentiment Survey, will continue to utilize the DESB brand.

3. **BEBR build out**—Build out the Bureau of Economic and Business Research (BEBR) to serve as the nucleus for an expanded institute. This includes securing new contracts and expanding the scope of the Bureau.
4. **Advisory board** – Create an advisory board for the new institute. The board will advise DESB on policies related to the vision, mission, objectives, management and public messaging of the institute. Advisory board representation will include business and community leaders, representatives from supporting government entities, and the following partnering functions within CSBS: Master of Public Policy/Master of Public Administration (MPP/MPA), Master of Science in International Affairs and Global Enterprise (MIAGE) and Hinckley Institute. CSBS will also have an at-large appointment to the advisory board.

5. **Space** – Collaborate with CSBS to help secure Wall Mansion space as appropriate for events such as the Siciliano Forum; Tanner Center for Human Rights Forum; Hinckley Institute events; Policy at the Podium; MPA, MPP, and MIAGE events; and other CSBS events. DESB supports CSBS as a priority user of Wall Mansion space and using space at no cost.

6. **Sponsored projects** – Sponsored projects and grants received by CPPA will be counted toward CSBS sponsored project activity.

7. **Faculty research productivity** – Collaborate with CSBS faculty on research projects. This could include provisions for a Junior Leave Program, standard sabbatical time or mentoring programs. Interdisciplinary endeavors with DESB should also be encouraged.

8. **Enhanced undergraduate research experiences** – Provide opportunities for undergraduate students to be involved in research projects through the Undergraduate Research Opportunities Program or MUSE Program, as well as internship opportunities.

9. **Undergraduate internships** – Work with CSBS to place two paid Hinckley Institute interns per year at the new institute. The interns will be paid by the institute $1,000/semester for 3-credit hours of work.

10. **Support graduate programs** – Support the CSBS graduate programs as currently constituted. The new institute will support, not detract, from these successful CSBS programs. The institute will invite graduate students to events, host an annual Day on Capitol Hill, and consider opportunities for graduate students to be involved in research projects.

11. **Graduate assistant positions** – Work with CSBS to place two CSBS graduate students per year in a field of study related to the work of the new institute. The institute will cover the GA stipend for these two positions at a rate consistent with the Graduate School’s requirements to receive tuition benefits.

12. **Other colleges** – Enter into partnership agreements with other colleges on campus to fulfill the purposes of the new institute.

13. **Point person** – Designate a point person to coordinate the implementation of this agreement and facilitate the on-going partnership.

CSBS agrees to the following, subject to applicable University policies:

1. **Advisory board** – Appoint four representatives to serve on the advisory board for the new institute. Representation should include the MPP/MPA programs, Hinckley Institute, MIAGE program and an at-large position.
2. **CPPA** – Combine the Center for Public Policy and Administration with the Bureau of Economic and Business Research to serve as the second seed entity for the new institute. This includes transferring to the new institute in FY15 the associated personnel and funding to include $202,430 in base funding and all carry-forward and contract funds. Carry-forward funds will be restricted to CPPA activities. The MPP and MIAGE programs will remain in CSBS.

3. **Space** – House the CPPA staff in their existing space until the Wall Mansion renovation is complete and ready for occupancy.

4. **Placement** – Assist with the recruitment and placement of graduate assistants, interns and faculty who can contribute to the success of the new institute.

5. **Point person** – Designate a point person to coordinate implementation of this agreement and facilitate the on-going partnership.

This agreement confirms the intent of both DESB and CSBS to be productive partners in creating this new institute. With the best efforts of both entities, the institute will become an influential and revered policy institute serving Utah. Overtime the institute will engender a larger regional, national and international platform. Importantly, both DESB and CSBS will benefit from the creation of this university-wide institute. The terms of this agreement take effect July 1, 2014 and both entities will work begin immediately on implementation.

Signed:

Taylor Randall, Dean
David Eccles School of Business
University of Utah

Cynthia Berg, Interim Dean
College of Social and Behavioral Science
University of Utah
LETTERS OF SUPPORT

CPPA
BEBR
Hinckley Institute
MIAGE
MBA
MPP/MPA
February 5, 2014

Natalie Gochnour  
Associate Dean  
David Eccles School of Business  
8163 Spencer Fox Eccles Building  
Salt Lake City, UT 84112

Dear Ms. Gochnour:

I am pleased to write this letter in support of President Pershing's initiative to create The Policy Institute at the University of Utah. This new initiative, focused on enhancing public policy research and services available to Utah, will be an invaluable resource for the State of Utah and I believe that the Center for Public Policy & Administration can contribute in important ways to this goal.

The creation of The Policy Institute is a rare opportunity to unite talents from across our campus to improve research and decision making. The Center for Public Policy & Administration has a skilled pool of researchers; by combining our efforts with others from across campus, particularly through the merger with the Bureau of Economic and Business Research, the new endeavor will have the ability to work in transformational ways to improve public decision making. The merger of CPPA and BEBR into the institute will bring great administrative efficiencies and preclude having potentially competing entities representing the University in the community. The new institute will also provide enhanced learning opportunities for both undergraduate and graduate students interested in the public sector and business through internships, paid research positions, and events such as conferences and trainings.

Bringing together researchers from the University with leaders in business and government to analyze, discuss and find solutions to problems facing our state is unique. I fully support the vision of the new public policy institute and the inclusion of the Center for Public Policy & Administration as part of its future. Please feel free to contact me at anytime to assist with the development of this new university-wide endeavor.

Regards,

Jennifer L. Robinson, PhD  
Director
February 6, 2013

Natalie Gochnour  
Associate Dean  
David Eccles School of Business  
University of Utah

Dear Ms. Gochnour:

As Director of the Bureau of Economic and Business Research, David Eccles School of Business,
I am thrilled to offer my support for The Policy Institute of the University of Utah. The high priority given community engagement and policy related research by The Policy Institute is a perfect fit with the Bureau's long-term mission. The Policy Institute also provides the organizational structure and institutional support to greatly expand our community engagement on economic and demographic issues as well as raise the Bureau's visibility through membership in the Utah Economic Council and the Economic Club of Utah. And we look forward to the more collaborative approach The Policy Institute will bring to research efforts on campus. We are honored to participate in this important initiative.

Regards,

James A. Wood  
Director
February 7, 2014

Ms. Natalie Gochnour  
David Eccles School of Business  
1655 East Campus Center Drive  
Spencer Fox Eccles Business Building, Rm 8163  
Salt Lake City, Utah 84111

Dear Ms. Gochnour,

On behalf of the Hinckley Institute of Politics, I would like to commend you on your impressive work creating the Policy Institute. We fully support your objectives to enhance relationships, strengthen the U’s reputation, and increase its relevance within public policy debates and decisions. The four building blocks of the Policy Institute—demographics, economics, survey research and practice areas—will place it at the forefront of the most important policy issues of our day and provide valuable, balanced research to better inform Utah’s leaders.

The University of Utah has long needed a physical presence downtown, and your vision of the Policy Institute fulfills that. The Hinckley Institute hosts around 100 forums, conferences, lectures and panels each year in our Caucus Room. We are constantly urged by business leaders and others in the downtown community to share our guests and make these events more accessible. We are grateful for your invitation to use your space to answer this call.

The Hinckley Institute has long enjoyed a wonderful and productive relationship with the Center for Policy and Public Administration. This new partnership will allow our two organizations to expand our relationship and create new and exciting opportunities on which to collaborate. In addition, we have long respected the work of the Bureau of Economic and Business Research. We are happy our relationship with BEBR will be able to grow as well.

I am thrilled to express my strong support for the Policy Institute. I look forward to working with and supporting this organization as it grows. As it conducts policy research on the four building blocks, it will greatly contribute to the debates and discussions over seminal political and policy issues, benefiting the U of U, the state, and the people of Utah.

Sincerely,

Kirk Jowers  
Director, Hinckley Institute of Politics
February 13, 2014

Natalie Gochnour  
*Associate Dean*  
*Bureau of Economic and Business Research*  
Spencer Fox Eccles Business Building  
1655 East Campus Center Drive, Rm. 8163  
Salt Lake City, UT 84112

Dear Ms. Gochnour,

It is my pleasure to write a letter in support of The Policy Institute at the University of Utah.

As Associate Dean of Executive Education, I recognize that The Policy Institute will serve our students, faculty and academic programs. The objectives of the institute align with those of our Executive Education program to strengthen the University’s local, national, and global reputation. This institute will enhance the relationship between the University of Utah and the community it serves and will give students the opportunity to provide credible information to Utah leaders to make informed decisions.

In conclusion, I support the efforts of the Bureau of Economic and Business Research as they seek support for The Policy Institute. Our students, faculty and academic programs will benefit from the opportunities for research, engaged learning and community service provided by the new institute.

Sincerely,

Brad Vierig, CPA, MBA  
*Associate Dean*  
*Executive Education*  
1645 E. Campus Center Drive CRCC #125  
Salt Lake City, UT 84112
Natalie Gochnour  
Associate Dean  
David Eccles School of Business  
The University of Utah  
8163 Spencer Fox Eccles Building  
Salt Lake City, UT 84112  
Phone (801) 581-8819  
Mobile (801) 509-1198  
business.utah.edu

7 Feb 14

I applaud your efforts to bring the public policy oriented activities of the University of Utah under one umbrella as the University of Utah, The Policy Institute. Certainly the Masters program in International Affairs and Global Enterprise would like to cooperate with the new Institute. That said; I believe that academic programs should be a part of an academic unit, the colleges where the programs are now administered.

The proposed structure of The Policy Institute looks workable. Governance should be spelled out clearly regarding the role of the Advisory Board; its decision making authority (it should have decision making authority like a Board of Directors), its composition and it should include membership for each of the public policy oriented programs, including all the departments of CSBS (all of which do public policy research) and each of the Master’s degree programs in International Affairs and Global Enterprise, in Public Policy and in Public Administration.

[Signature]

Director, Masters in International Affairs and Global Enterprise
February 10, 2014

Natalie Gochnour, Associate Dean
David Eccles School of Business
The University of Utah
8163 Spencer Fox Eccles Building
Salt Lake City, UT 84112

Dear Natalie:

I think it is a very positive that you are working to bring together some of the more prominent the public policy oriented activities of the University of Utah under one umbrella as the University of Utah, The Policy Institute.

I think that improving policy coordination across departments and colleges at the University of Utah is very valuable and this Institute has the potential to accomplish this goal. The Master’s programs in Public Administration and Public Policy would want to collaborate with this Institute.

As I have noted to you in our meetings, such collaboration will be best facilitated if the Policy Institute has both a high level “Advisory Board” and a “Governance Committee,” comprised of scholars who represent CSBS, DESB, and the policy programs that benefit from the Institute (e.g., MIAGE, MPA, and MPP programs). This Governance Board should be included in the Memorandum of Agreement and it should be formally tasked with setting and steering research priorities for the Institute and ensuring that the research efforts and events hosted by the Institute incorporate the vast knowledge and experience that exists across the University campus.

The Policy Institute presents a very positive opportunity for the University of Utah. If it is structured at the outset to ensure that there is effective scholarly and programmatic collaboration across colleges, then the entire University will greatly benefit from it.

Sincerely,

[Signature]

Thad E. Hall, Associate Professor
Director of the Master of Public Administration and Policy Programs