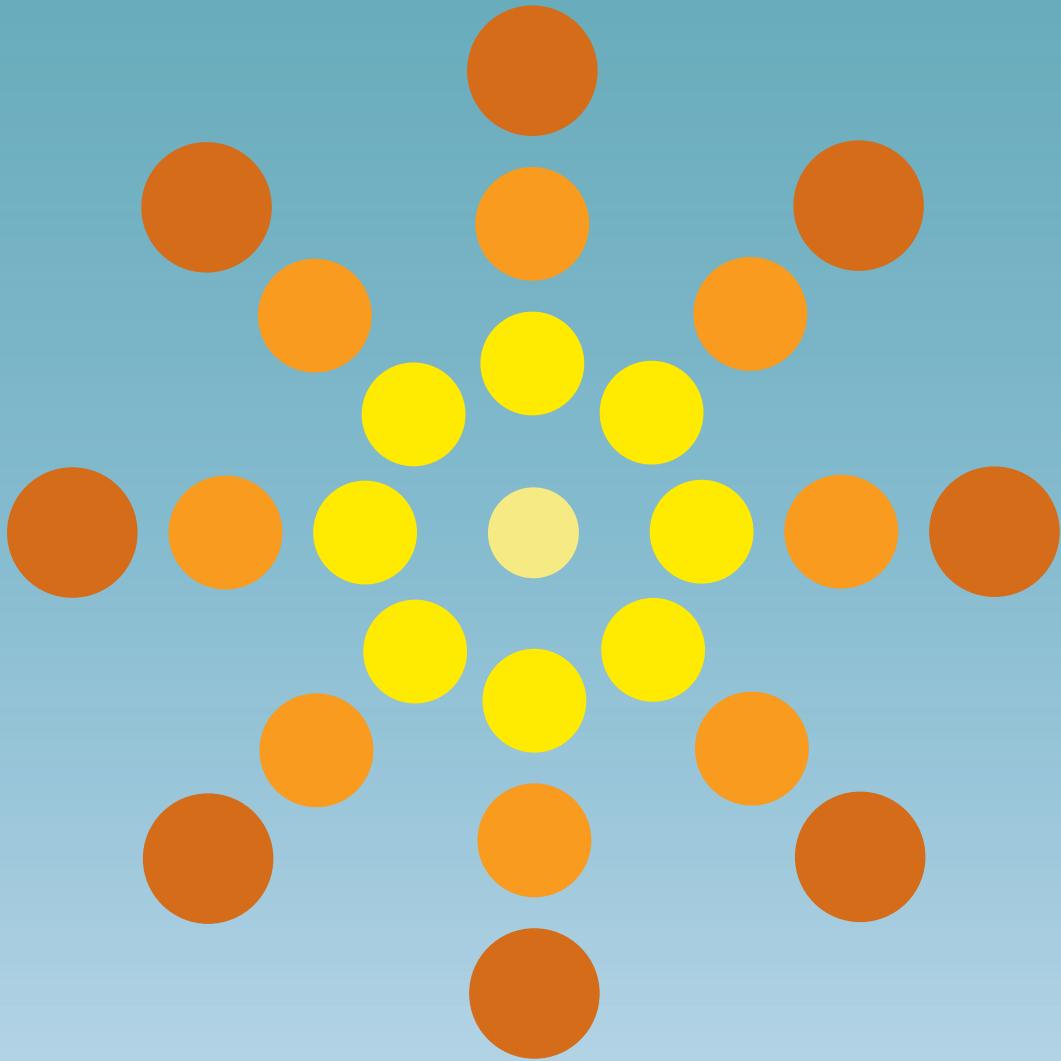


UTAH FOUNDATION  
RESEARCH • ANALYZE • INFORM

JANUARY 2026



# 2025 Annual Report

# UTAH FOUNDATION ANNUAL REPORT

# 2025

## Utah Foundation Board of Trustees

Carlton Christensen, *Chair\**  
Denise Drago, *Vice Chair\**  
Jonathan Campbell, *2nd Vice Chair\**  
Benjamin Brown, *Treasurer\**  
Kelly Mendenhall, *Previous Chair\**

Nathan Anderson  
Ryan Andrus  
Scott Barlow  
Mayor Dirk Burton\*  
Michelle Carroll  
Silvia Castro  
David Connelly  
J. Philip Cook  
Cameron Cowan  
Bill Crim  
Chris Dallin  
Aaron Dekeyzer\*  
Cameron Diehl  
Michael DiOrio

Alex Eaton  
Mark Edgley  
Stephanie Frohman  
Shawn Frye  
Bryson Garbett  
Michael Gregory\*  
Kris Griffith  
Andrew Gruber\*  
Andrew Haaland  
Julie Hatchett\*  
Brandon Hendrickson  
Annalisa Holcombe  
Ben Horsley  
Suzanne Hyland  
Prerna Jain  
Alex Janak  
Michelle Judd  
Catherine Kanter\*  
Derek Kearn  
Geoff Landward

Drew Maggelet  
Peter Mann  
Nate McDonald  
Susan McLeod  
Brad Mortensen\*  
Jared Myers  
Angie Osguthorpe  
Scott Parson\*  
Mary Catherine Perry  
Bryn Ramjoue'  
Jennifer Robinson\*  
David Rowley  
Tim Sheehan  
Harris Simmons  
Dominic Spaethling  
Nick Stern  
Henrie Walton  
Chad Westover\*  
Thomas Young

\* *Executive Board members*

## About the Utah Foundation

Since 1945, leaders, legislators, and community members have relied upon the **illuminating, independent, and nonpartisan public-policy research** produced by the Utah Foundation to support informed decision-making on topics that matter most. As a 501(c)3 with broad community support and a 60-member board, the Utah Foundation exists to empower civic engagement as the foundation for enhanced quality of life for Utahns.

Known for its signature products such as the Quality of Life Index, Utah Priorities Project, and Social Capital Index, the Utah Foundation has released more than 90 research reports since 2020 on topics ranging from energy and education to taxation and transportation. Access all research, podcasts, videos, statistics, and more at [utahfoundation.org](http://utahfoundation.org).

## Utah Foundation Staff

Shawn Teigen, *President*  
Christopher Collard, *Research Director*  
Ashley Marshall-Cantor, *Research Analyst and Creative Director*  
Megan Keating, *Outreach Coordinator*  
Stine Jergensen, *Research Assistant*

# ANOTHER GREAT YEAR!

## Research.

We focused much of 2025 on releasing research related to our Social Capital Index project. With all the reports, podcasts, and op-eds on the subject, I'm surprised that we had time for anything else. Nonetheless, we also released a couple of reports on post-secondary education governance, one on healthcare costs, and much more. In addition, we completed much of the research on several projects, including ranked-choice voting, aging in place for older Uthans, incarceration and recidivism, and much more. Stay tuned!

## Goodbye.

We said goodbye to a long-time friend on our Board of Trustees. Stan Rosenzweig, who passed away in April, supported our work with his time and money. In addition, he was great at introducing us to others, helping build our social capital along the way. We also said goodbye to our 80th year. The Utah Foundation has been around since 1945.



## Hello.

We said hello to a new, great office. (Thank you, GIV Group, for the space!) We welcomed nine new, wonderful board members. We said hello to a new baby. It's a girl! Our team member Ashley brought little Estelle into the world. Finally, we are welcoming 2026 and all that it holds.



## Thanks!

Thanks to the Utah Legislature for recognition in 2025. Thanks to our staff, research assistants, research interns, and consultants (I'm looking at you, Dan Bammes) for all your help. And thanks to all of our generous supporters and our great big Board of Trustees.

**We couldn't have done this without all of you.**

— Shawn Teigen, Utah Foundation President

# By the Numbers



**14** in-depth  
research reports



blog  
posts



**12**  
podcasts



**84** key findings and highlights



**1+** weekly media mentions



3 op-eds in the **Deseret News**  
and the **Salt Lake Tribune**

**57** board  
members

**15** staff, interns  
and volunteers

**83** social media  
posts



**58,000** report downloads  
**170,000** website visits

**2**  
amazing  
events

**3**  
awards  
given

legislative  
recognition



**80**  
great years

# Five Key Findings

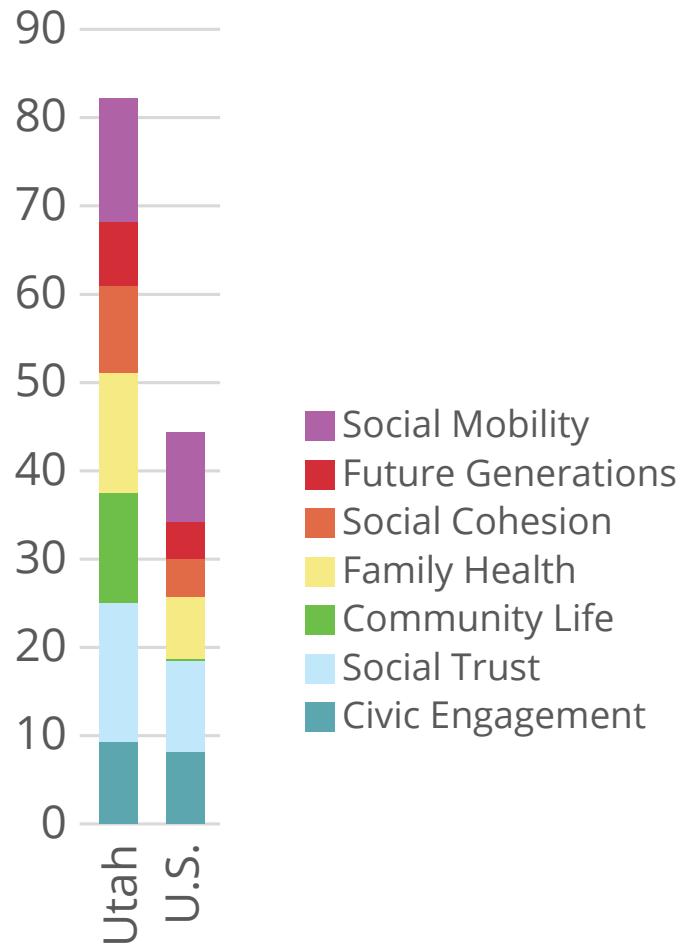
The Utah Foundation's Board of Trustees not only determines each year's research agenda – it also determines the most important findings for the year. These five are from 84 key findings and highlights from our 2025 research.

1

**In 2025, Utah had the highest Social Capital Index score in the nation** and has consistently been among the top states over the previous 12 years. Read more in our [Scores and Successes report](#).

**The Social Capital Index shows that Utah is far above the national average.**

Social Capital Index by Subindices,\* Utah and the United States, 2025



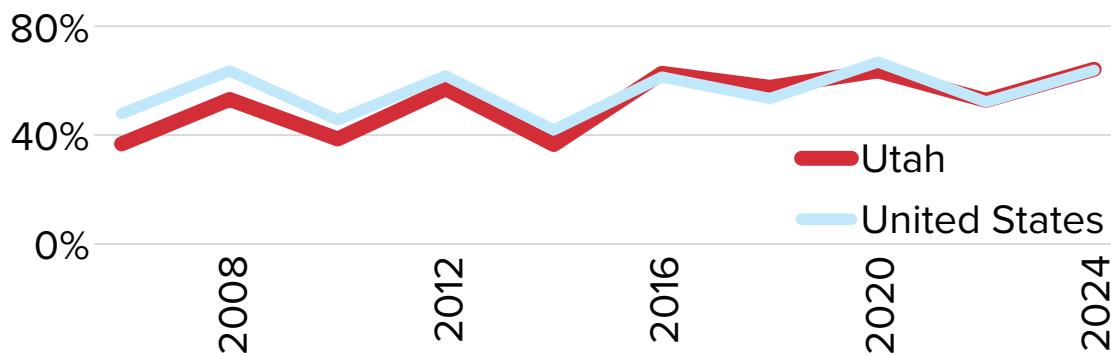
\*Each subindex has the average of states set at just over 14 in the base year (2016). See the methodology in the cited report. Please note that the United States' Community Life score is 0 in 2025.

2

**Voter turnout in Utah improved markedly with the adoption of universal mail-in voting, rising from 44th in 2014 to 13th in 2018. Utah may revert to among the lowest of states with the removal of universal mail-in voting scheduled for 2029. Read more in our [Connections and Collaborations](#) report.**

**Utah's voter turnout has seen markedly higher turnout since 2016.**

Voter Turnout among Eligible Voters, Utah and the United States, 2006-2024

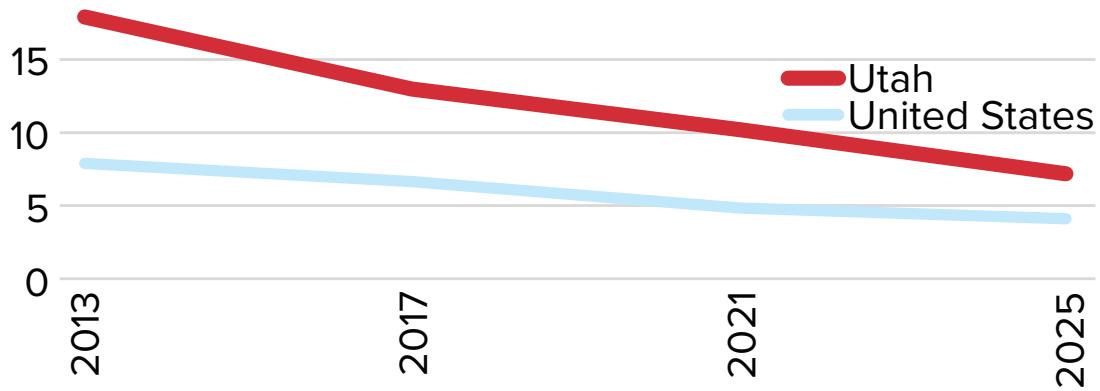


3

**Utah's sub-index score for focus on future generations has declined by 60% over the past 12 years. Read more in our [Tots and Tomorrow](#) report.**

**Utah's focus on future generations has dropped by 60% over the past 12 years.**

Focus on Future Generations Sub-index, Utah and the United States: 2013-2025

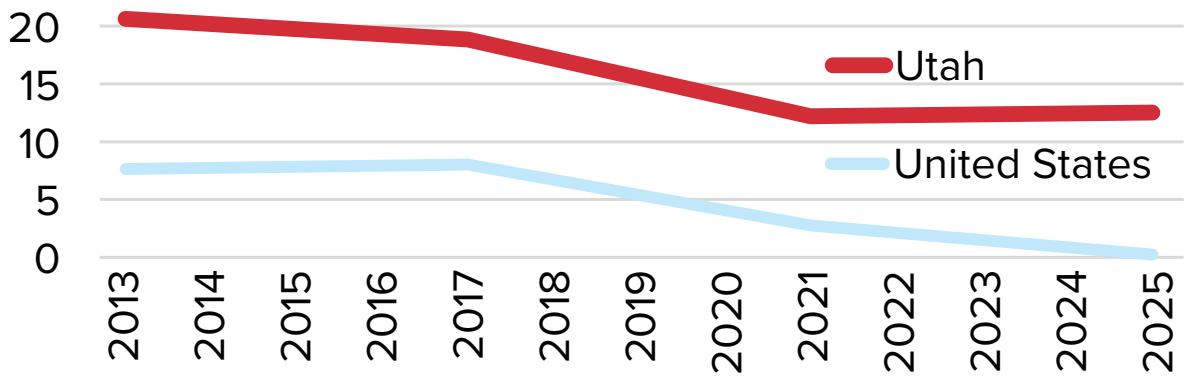


# 4

**Utah still leads the nation in terms of community life** – and it isn’t even close. Utah is almost twice that of the next nearest state. Read more in our *Neighborhoods and Networks* report.

## Community life has fallen since 2013.

Community Life Sub-index, Utah, and the United States: 2025

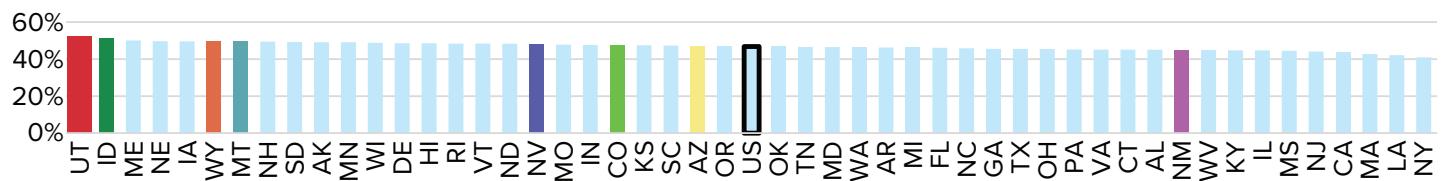


# 5

**Utah has a remarkably strong middle class.** As of 2023, Utah’s middle class remained ahead of every other state. Read more in our *Societies and Structures* report.

## In 2023, Utah had the largest proportion of households in the middle class in the U.S.

Share of Population in Middle Class, by State, 2023



# 14 In-Depth Research Reports

## Social Capital Index Project

1. [Foundations and Frameworks: A Primer on Social Capital and Why it Matters – Index background](#)
2. [Connection and Collaboration: How Civic Participation Plugs into Social Capital – Index metrics](#)
3. [Tenets and Truths: How Social Trust Ties into Social Capital – Index metrics](#)
4. [Societies and Structures: How Social Cohesion Connects with Social Capital – Index metrics](#)
5. [Tots and Tomorrow: How a Focus on Future Generations Generates Social Capital – Index metrics](#)
6. [Households and Heritages: How Family Health Hooks into Social Capital – Index metrics](#)
7. [Neighborhoods and Networks: How Community Life Links with Social Capital – Index metrics](#)
8. [Migrations and Mergers: How Economic Mobility Melds with Social Capital - Index metrics](#)
9. [Scores and Successes: How Utah Leads in Social Capital - Full index](#)

These reports were made possible by:

GEORGE S. AND DOLORES DORÉ ECCLES  
F O U N D A T I O N

LAWRENCE T. & JANET T.  
DEE FOUNDATION



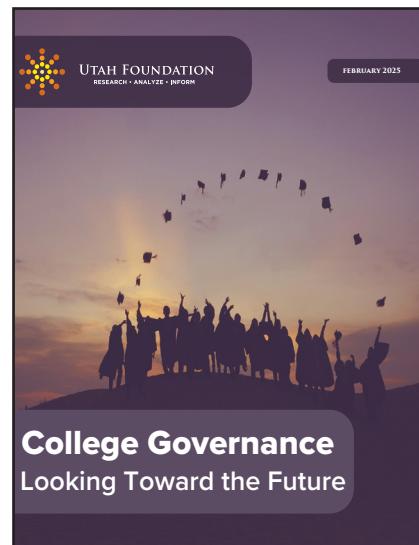
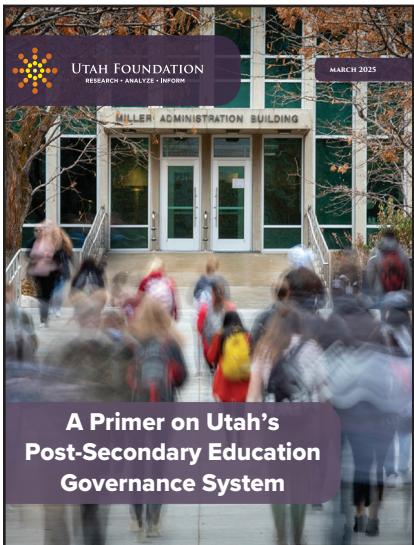
THE CHURCH OF  
JESUS CHRIST  
OF LATTER-DAY SAINTS

FOUNDATION

# 14 In-Depth Research Reports

## Post-Secondary Education Governance

10. [A Primer on Utah's Post-Secondary Education Governance System](#)
11. [Elevating Post-Secondary Education: Governance Actions for Greater Access, Affordability, Quality, and Completion](#)



These reports were made possible by:

The  
Brent and Bonnie Jean  
**Beesley** Foundation

GEORGE S. AND DOLORES DORÉ ECCLES  
F O U N D A T I O N

## A Special Report

12. [Iron Impact: How Iron Forged Utah's Iron County](#)

This report was made possible by Utah Iron, LLC.



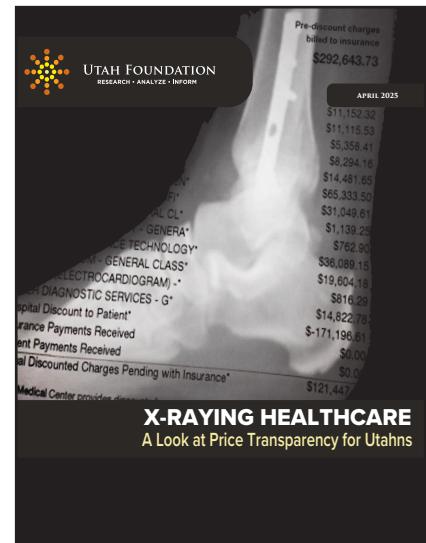
# 14 In-Depth Research Reports

## Healthcare Costs

### 13. X-Rayng Healthcare: A Look at Price Transparency for Utahns

This report was made possible by:

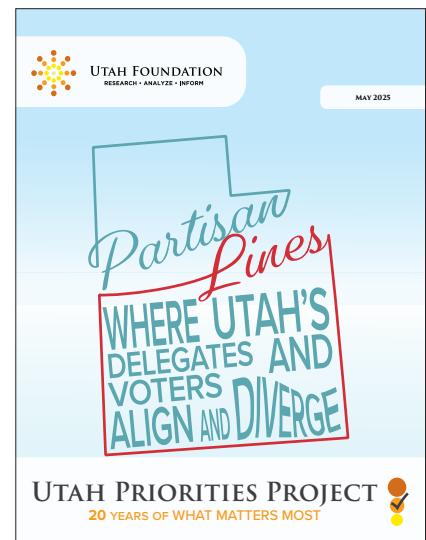
LAWRENCE T. & JANET T.  
DEE FOUNDATION



## The Final 2024 Utah Priorities Project Report

### 14. Partisan Lines: Where Utah's Delegates and Voters Align and Diverge – 2024 Utah Priorities Project

This report was made possible by:



# One Very Successful Annual Luncheon

We hope you were able to celebrate the 80th Anniversary of the Utah Foundation at the Grand America Hotel with us. We had about 240 attendees.

The Annual Luncheon included a conversation about social capital with **Governor Spencer J. Cox**, as well as a discussion with:

- Beth Martial, PROG Development Center
- Bill Crim, United Way of Salt Lake
- Silvia Castro, Suazo Business Center



The event included our annual awards ceremony honoring an outstanding Utahn, former **State Superintendent Sydnee Dickson**, with the Insight Award. The Insight Award recognizes civic leaders who, through a career of service or philanthropic support, have worked with integrity to provide insights in the public policy arena with the aim of improving government.

We also honored **Zions Bank** with our Civic Cornerstone Award. Several bank board members were instrumental in getting the Utah Foundation up and running in 1945. Zions Bank has been a financial cornerstone of the Utah Foundation ever since.



## One Trustee Award

Beginning in 2025, the Utah Foundation established a Trustee Award to recognize board members who have gone above and beyond. Members are nominated on the following characteristics:

1. Guiding and inspiring the organization.
2. Steering the board.
3. Providing steady, reliable Utah Foundation support.
4. Creating new supporter connections.

We had a number of very strong nominations, with **Aaron Dekeyser** rising to the top for “guiding and inspiring” the organization through his leadership on the Membership & Events Subcommittee and in-kind support.



## One Legislative Recognition

The Utah Legislature recognized the Healthy Utah Policy Group for promoting the connection between transportation, land use, and health. The group utilized research from the Utah Foundation. An excerpt from the citation follows:

"The Legislature of the State of Utah recognizes the Healthy Utah Policy Group — a coalition of government agencies and community groups including UDOT, GOPB, the Utah League of Cities and Towns, the Utah Foundation, Get Healthy Utah, Bike Utah, and others — for their work promoting connected communities through transportation and land use policies."



# One Stellar Breakfast Briefing

We titled our October Breakfast Briefing "Aging Shouldn't Be Scary!" – but it was not a scary event. In response to Utah's aging population, this event was held to discuss practical, on-the-ground solutions that cities and towns can implement to help their residents age in their own communities. We had about 50 attendees.

Our discussion was led by Michelle Carroll, the Executive Director of Mountainland Association of Governments. Panelists included the following:

- Elizabeth Fauth, USU Human Development and Family Studies Department professor
- Walter Cline, CEO at Summit Vista, a "Life Plan Community"
- Trista Lawrence, Coordination Administrator at the Utah Transit Authority
- Cissy Morton, Transportation Bureau Manager at Tooele County

Thank you to our panelists and all those who we shared breakfast and ideas with. And a **special thanks to HNTB** for sponsoring the event. Stay tuned for more research on our aging communities.



# 57 Board Members

The Utah Foundation cannot say enough about our Board of Trustees. With their support, we are helping Utahns and decision-makers understand and address complex issues. But just as importantly, the Board is directing the Utah Foundation. They provide leadership, topical expertise, and unique insights as they support our research products.

And an extra thanks to our officers, committees, and subcommittees for all of their input in making the Utah Foundation better and better every year.

## 2025 Officers

- Kelly Mendenhall, Chair
- Carlton Christensen, Vice Chair
- Benjamin Brown, Treasurer
- Annalisa Holcombe, Previous Chair

## Finance and Audit Committee

- Ben Brown, Chair

## Internal Affairs Committee

- Carlton Christensen, Chair
- Annalisa Holcombe, Selection Subcommittee Chair
- Denise Dragoo, Governance Subcommittee Chair

## External Affairs Committee

- Bryn Ramjoue, Outreach and Communications Subcommittee Chair
- Aaron Dekeyzer, Membership and Events Subcommittee Chair

We are grateful for our 57 board members and innumerable other supporters. We welcome our new slate of officers for 2026:

- Carlton Christensen, Board Chair of the Utah Transit Authority, as our Board Chair.
- Benjamin Brown, as our Treasurer.
- Denise Dragoo, Partner at Snell & Wilmer, as our Vice Chair.
- Jonathan Campbell, Co-CEO at Campbell Companies, as our 2nd Vice Chair.



# 9 New Board Members

Welcome on board! We are so glad you're here.



Michelle Carroll



Chris Dallin



Michael DiOrio



Prerna Jain



Alex Janak



Suzanne Hyland



Jared Myers



Mary Catherine Perry

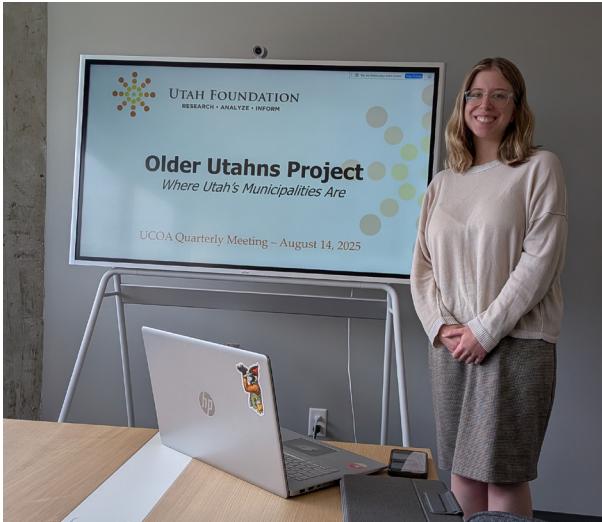


Bryn Ramjoue'

# 15 Staff, Interns, and Volunteers

During 2024, we had four staff members, one consultant, eight great interns, and two wonderful volunteers. We could not have done it without them.

- Dan Bammes, Utah Thrives Podcast producer
- Eduardo Chariarse, University of Utah
- Kailey Clay, University of Utah
- Krishnam Goel, University of Utah
- Ananya Iyengar, University of Utah
- Anna Stine Jergensen, University of Utah
- Catherine Love, University of Virginia
- Laura Pacheco, Brigham Young University
- Ella Sjoblom, University of Utah
- Bala Tella, volunteer, West High School
- Lauren Withers, Brigham Young University



# More than one media mention per week

In 2025, the Utah Foundation found its research across the state in many ways.

In print, Utahns could see Utah Foundation stories in:

- [The Deseret News](#)
- [The Salt Lake Tribune](#)
- [KSL](#)
- [Utah News Dispatch](#)

In addition, we made it into smaller publications around the state, such as:

- [The Daily Herald](#)
- [The Standard Examiner](#)
- [Utah Policy](#)
- [Cache Valley Daily](#)
- [Utah State Today](#)

On the air, the Utah Foundation was regularly on:

- [KSL](#)
- [KUER](#)
- [Fox 13](#)
- [Utah Public Radio](#)
- [Public News Service](#)
- [KPCW](#)

We also had our first appearances on [City Cast](#) and [Axios](#).

## Three Op-eds

We published three op-eds this year:

- [Legislators must consider cost of living and political dysfunction](#)
- [Social Capital is Key to a Bright Future](#)
- [Why social capital and community life are essential to Utah](#)

 [Deseret News](#)

Opinion: The 'Utah Way' prevails on

Published: Dec 16, 2024

As usual, Utah is issues. We explore the political impact

[The Utah Foun](#)

*stating Utah lead capital, defined networks and s benefit themse communities. W citizens and vo*

**Cowley: Strong c**

 **UTAH POLICY**



**News Release**

### Uncovering healthcare prices

News Release • April 1, 2025

In response to continued high prices in the US healthcare system, a bipartisan effort has led to increased price transparency. For many stakeholders, the goal of this transparency is to make it easier for the average person to find healthcare prices.

Today, the Utah Foundation released a report looking at healthcare price transparency. The report highlights the following:

- Datasets generated by federal price transparency rules have granted researchers, employers,

 [AXIOS Sal](#)

May 15, 2025 - News

Report fir between party dele

 Kim Bojórquez

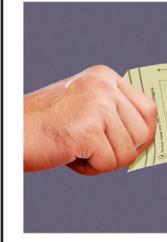


Illustration: Maura J. Los

 **Daily Herald**

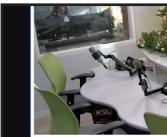
### Examining the data: A glance at early voting participation rates in Utah County

By Jacob Nielson - | Nov 3, 2025



Christopher Collard, a senior analyst at Utah Foundation, a nonprofit and nonpartisan research organization, said Utah County turnout for municipal elections has trended downward in recent years.

According to Collard, voter turnout among eligible voters — not active voters — in the county was 16% in 2017 and 2019, 15% in 2021 and 14% in 2023.



 **FOX 13**

WATCH NOW •

**GOOD DAY UTAH**



### New report ranks Utah #1 for Social Capital, nearly doubles national average

 **Description**  
The Erosion of T  
0 Likes  
KSL's Inside Sources  
Trust in the federal Pew Research report trust the government of the time.  
Shawn Tigan, Utah discuss why we ar change for trust to



## Great Web Traffic

The team worked hard this year to provide an accurate overview of access to our research. Website visits and downloads are notoriously overestimated due to bot visits. After culling those visits, we still had over 170,000 webpage visits, which doubled the 2024 total. That is a mix of people staying on the website across numerous pages and a good number of daily visitors.

For report downloads, we had over 50,000, up from 35,000 in 2024. The most downloaded reports in 2025 were a Utah Priorities Project report from 2024 and a homeownership report from 2024, though we also saw strong numbers for several older reports and for 2025 reports.



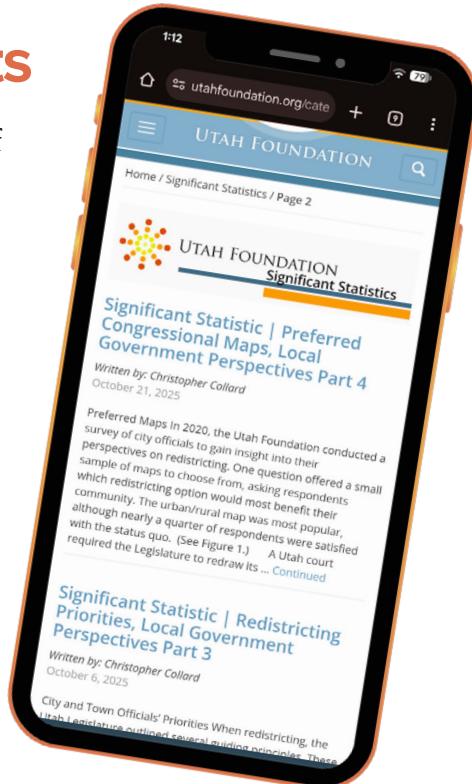
## A Dozen Podcasts

The team worked hard this year to provide an accurate count of our podcast listens. While we do not have data from all the podcast providers, we had at least **2,185 listens in 2025**. We attribute the increase in the number of podcasts (from only two in 2024) and the strong listenership to our podcaster, Dan Bammes.



# 16 Significant Statistics Blog Posts

This year our team published 16 blog posts on a whole range of topics. We focus on data centers in Millard County, tariffs and economic uncertainty, fertility rates, and much more. [Check them out!](#)



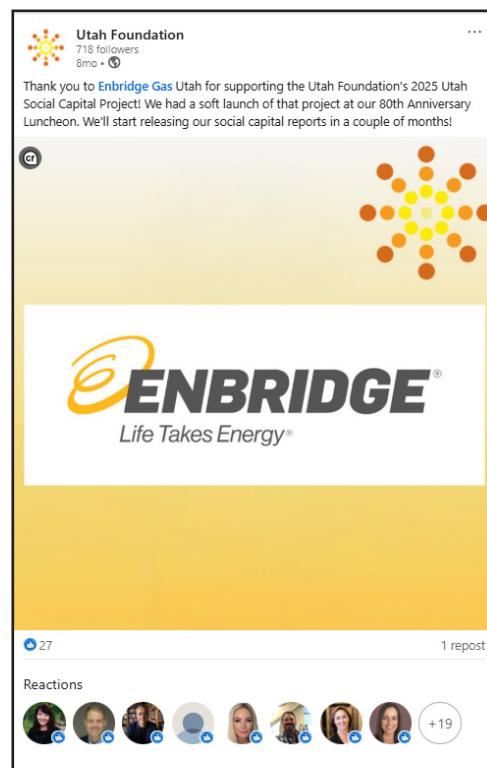
## 83 Social Media Posts

### Twitter

[Our most viewed tweet](#) this year featured Research Intern Kailey Clay using our [interactive Redistricting Tool](#) that allows users to draw their own congressional district maps.

### LinkedIn

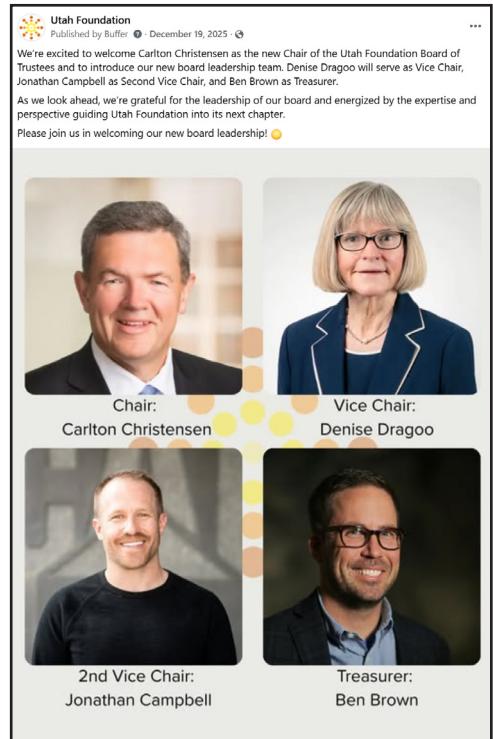
Our [top LinkedIn post](#) was a note of appreciation. One of our supporters, Enbridge, helped make our Social Capital Project happen. We are so grateful to them and all of our supporters!



# 83 Social Media Posts

## Facebook

On Facebook, [our top post](#) welcomed our new board leadership for 2026. Thank you for helping us welcome our new leadership team.

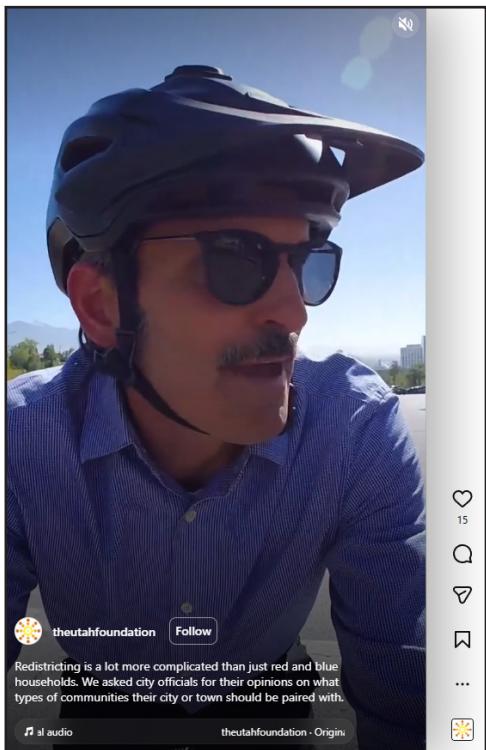


## Instagram

Our [top Instagram post](#) showed Utah Foundation President Shawn Teigen on his commute. Shawn famously bikes everywhere and this inspired our new series: Bikelane Briefings. In these videos, Shawn discusses new research findings in an accessible way.

## YouTube

Our YouTube channel was resurrected in 2025 with the Bikelane Briefings series. Our [top YouTube video](#), with over 1,000 views, was Shawn biking uphill while talking about what city officials think of gerrymandering.



## One Busy Year Ahead

In addition to the myriad reports that we've nearly completed in 2025 (ranked-choice voting, aging in place for older Utahns, recidivism and incarceration, and more), we have a full agenda for 2026. Thanks to our Board of Trustees, we are prioritizing Utah's energy future, personal income growth, micromobility safety, and education (with a four-part series). Later in the year, we'll be revisiting our signature Quality of Life survey project. We are sure that additional exciting projects will pop up along the way. Keep an eye out!

## Many Ways to Support

The Utah Foundation relies on the support of business and civic leaders, foundations, and others to produce the high-quality and independent research for which we are known. To become a member or sponsor one of our projects or programs, please contact us at 801-355-1400.

You can also visit our website at [utahfoundation.org](http://utahfoundation.org) to sign up for our newsletters and keep apprised of newly released reports and upcoming events. Follow us on Twitter, LinkedIn, Facebook, Instagram, and YouTube to keep up to date with our newest work and get sneak peeks of what we are working on.



**UTAH FOUNDATION**  
**RESEARCH • ANALYZE • INFORM**



# UTAH FOUNDATION

RESEARCH • ANALYZE • INFORM

## PLATINUM MEMBERS

The  
Brent and Bonnie Jean  
Beesley Foundation

ENBRIDGE  
Life Takes Energy®

GEORGE S. AND DOLORES DORÉ ECCLES  
FOUNDA TION

Wheeler CAT

CLYDE  
COMPANIES

THE CHURCH OF  
JESUS CHRIST  
OF LATTER-DAY SAINTS  
FOUNDATION

## GOLD MEMBERS

IPPA  
Intermountain Power Agency  
Energy for Today & Tomorrow

UNION  
PACIFIC  
BUILDING AMERICA®

V<sup>2</sup>  
ANALYTICS

HEALTH  
UNIVERSITY OF UTAH

LAWRENCE T. & JANET T.  
DEE FOUNDATION

giv  
COMMUNITIES

UTA

American-Pacific Corp.  
Deloitte  
Fidelity Investments  
Garbett Family Foundation  
Intermountain Health

The Kanter Family Foundation  
Molina Healthcare  
Mountainland Association  
of Governments

Northrup Grumman  
Staker Parson Companies  
US Bank  
WCF Insurance  
Wells Fargo

## BRONZE MEMBERS

BBG Real Estate Services  
Brigham Young University  
Ronna Cohen  
Community Foundation of Utah  
Cottonwood Heights  
Davis County Chamber  
Denise Dragoo  
Granite School District  
HDR Engineering

Holland & Hart  
Magnum Development  
my529  
Revere Health  
Salt Lake Chamber  
Salt Lake Community College  
Sandy City  
Snow College  
Suazo Business Center

United Way of Salt Lake  
University of Utah  
Utah State University  
Utah System of Higher Education  
Utah Tech University  
Utah Valley University  
Wasatch Front Regional Council  
Weber State University  
West Jordan



**UTAH FOUNDATION**  
RESEARCH • ANALYZE • INFORM

515 East 100 South  
Salt Lake City, Utah 84102

[www.utahfoundation.org](http://www.utahfoundation.org)

**U T A H   F O U N D A T I O N   A N N U A L   R E P O R T**

**2025**