

POLICIES AND PROCEDURES
OF THE
CENTER ON AGING
THE UNIVERSITY OF UTAH

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PREAMBLE

Average life expectancy has increased from 45 to 75 years since 1900 in the United States. This dramatic extension of life expectancy has resulted in a tremendous increase in both the numbers and proportion of older adults. These trends are expected to continue into the next century. The numbers of individuals aged 65 years and older are projected to increase from 30 million in 1992 to 65 million in 2030, representing 20% of the population and will account for 50% of health care utilization.

This increase in life expectancy is accompanied by the greater probability of disease and disability among older adults. The emphasis in medical practice has traditionally been on the treatment life-threatening diseases – the extension of life expectancy. A shift is already being seen that will change the emphasis to the study and treatment of conditions which diminish the quality of life (e.g., osteoarthritis, osteoporosis, incontinence, and dementia). The loss of function associated with aging is related to the complex interrelationships of age-related physiologic changes, disease, psychological, and social factors.

The complexity and magnitude of the problems associated with aging demand an inter-professional approach to develop new knowledge and solutions for these problems, to educate health care providers, other professionals and the community about the expanding knowledge base related to gerontology and geriatrics, and to provide high quality patient care and other services which promote the health and function of older adults.

According to the U.S. Census Bureau, Utah is the fastest-growing state in the U.S., with a current population estimate of over 3 million residents. This growth is attributed to relatively high rates of birth and net in-migration from other states and countries. This population is unique, with lower median age, 29.2 years (30.7% under 18) and larger families (3.12 persons per household compared to 2.63). Importantly, many of Utah's families are multigenerational, and have a long history in the state and surrounding region. Like the rest of the nation, Utah is aging rapidly. By 2060, the share of Utahns aged 65 and older is projected to more than double from about 10% to over 20%, resulting in a forecasted 1.2 million Utahns 65 years and older. During that same time, the share aged 85+ may nearly quadruple to about 4%. This growth is expected to be very rapid over the next decade due to Baby Boomers reaching retirement age, and high levels of net retirement migration.

Between 2010 and 2020, Utah's older population became more diverse as the growth of the non-Hispanic White population was outpaced by the growth of other racial and ethnic groups. The fastest growth occurred in the population of older Utahns who identified as Two or More Races or Some Other Race. The older populations identifying as Hispanic or Latino or Native Hawaiian, or Pacific Islanders also grew substantially, more than doubling in size. In 2020, just over one in ten (11.3%) Utahns over 65 identify as a race or ethnicity other than non-Hispanic White. The increase in the number of older Utahns from diverse backgrounds will be an important factor in all Center on Aging

programs given the known influence of race, ethnicity, and social determinants of health on life expectancy and age-related chronic conditions.

HISTORY

The Center on Aging has a 50-year history at the University of Utah. The Rocky Mountain Gerontology Program/Center began on campus in 1972 as part of a five-school consortium in Utah. Funding was provided by the Administration on Aging to help universities recruit and prepare both students and faculty to establish academic programs on aging. In the 1980's two multi-year grants allowed the Center to grow in national stature and provided funding to maintain and build the needed faculty resources. From 1982 to 1987 the Center served as the Intermountain West Long Term Care Gerontology Center (IWLTCGC) through funding from the Administration on Aging. From 1985 to 1992 the Center also functioned as the regional Geriatric Education Center with funding from the Bureau of Health Professions. Along with these collaborative outreach programs the faculty obtained research funding from the Administration on Aging, the National Center for Nursing Research and the National Institute on Aging. These studies on family caregiving, intergenerational relationships and spousal bereavement resulted in numerous publications, chapters, books and professional presentations that brought national and international recognition to the faculty, Center and College of Nursing. In 1986 the Program officially received "Center" status, making it a more vital and recognized part of the University. In 1993 the Center became only the second program in an 8-state region to offer a Master of Science Degree in gerontology.

In June 2004 its name was changed from the Gerontology Center to the Center on Aging to reflect the desire to become more comprehensive and expand the scope of its service and research activities. A strategic planning process was completed in 2005 resulting in a change in its organizational structure to position the center to have a broad institutional impact and allow it to become more comprehensive and interdisciplinary. The next year it became a free-standing Center with its Executive Director reporting to both the Senior Vice President of Health Sciences and Senior Vice President for Academic Affairs through a Board of Directors.

The Center's Mission is to unite aging-related research, education, and clinical programs at the University of Utah with the goal of synergizing the growth and progress of interdisciplinary aging research to help people lead longer and more fulfilling lives and support the development of multidisciplinary aging clinical and training programs. There are now over 200 faculty members of the Center representing 11 of the University's Schools and Colleges.

Dating to its major restructuring in 2005, the CoA mission has intentionally been "One U" – in fact, one of few truly campus-wide Centers – and to encompass all four traditional academic center missions – research, education and training, clinical programs and community service and outreach. Much of its focus to date has been to establish a robust research infra-structure to support the expansion of aging-related research across the entire campus, and to support the development of NIH center level grant awards. Progress in this regard is summarized in the following section. Recently, the CoA has provided the organizing framework of the Age-Friendly Health System (AFHS)

initiative.

ARTICLE I. NAME

The name of this organization shall be the Center on Aging of the University of Utah (referred to hereafter as the "Center on Aging" or the "Center" or the "CoA").

ARTICLE II. LOCATION

The Center shall be located on the campus of the University of Utah within the Division of Geriatrics. Segments of the Center may be located, as needed, elsewhere in the State of Utah, the United States or abroad. Such off-campus sites of activity will be considered temporary extensions of the Center.

ARTICLE III. PURPOSE AND GOALS

The Center on Aging seeks to enhance the health and well-being of older people in Utah, the Mountain West Region, the United States, and the world through innovative research, education, and clinical programs in aging. Therefore, the inter-professional University-wide Center on Aging of the University of Utah serves to coordinate the activities of multiple disciplines needed to address the complex problems related to aging. These disciplines include, but are not limited to, all those represented by the Health Sciences schools and colleges (Schools of Medicine and Dentistry and Colleges of Nursing, Health and Pharmacy) and main campus Colleges of Social/Behavioral Sciences, Social Work, and Architecture and Planning. The Center on Aging provides the means whereby these traditional disciplines, and newly developed and future disciplines, can be coordinated to address the complex issues raised by an aging population.

The Center on Aging is an interdisciplinary community that promotes the health and well-being of older persons by:

1. conducting and promoting aging related research;
2. training students and faculty;
3. disseminating new knowledge; and
4. supporting community outreach and clinical programs.

ARTICLE IV. STAFF

(1) EXECUTIVE DIRECTOR

The leader of the Center on Aging will be the Executive Director. This leader is expected to be a scholar, scientist, and administrator of outstanding competence. The Executive Director will be appointed by the Chair of the Spencer Fox Eccles School of Medicine's Department of Internal Medicine and the appointment will be approved by the Senior Vice President for Health Sciences. It is expected that the Executive Director will hold a

primary faculty appointment in the Division of Geriatrics, Department of Internal Medicine. The Executive Director will be responsible for all Center activities, and their administration. The Executive Director's responsibilities include, but are not limited to the following areas:

(a) Program Administration

The Executive Director will administer the financial and personnel resources of the Center on Aging to fulfill the purposes and attain the goals of the Center. The financial resources will include those provided by the Senior Vice Presidents offices and the deans of sponsoring schools, those awarded by the Federal Government as center grants and program project grants, and such special funds (private practice funds, designated funds, or donations,) as the Executive Director may be permitted to establish. All such funds must be administered and disbursed in accordance with the overall policies of the University of Utah.

(b) Space Administration

The Executive Director will have the responsibility for appropriate allocation and periodic review of the utilization of Center on Aging space, to assure the most effective distribution consonant with the Center's purposes and goals. It is expected that the Division of Geriatrics will provide in kind space allocation to support the Center's administrative needs.

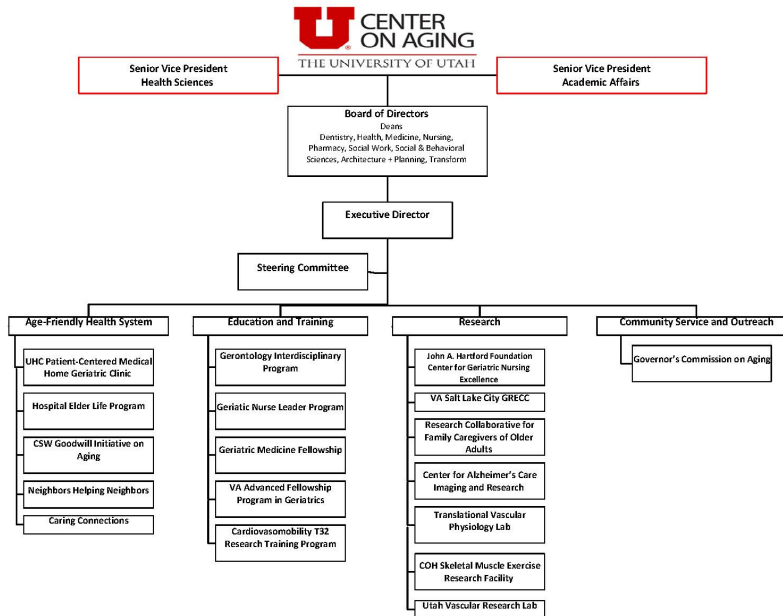
(c) Scientific and Other Aspects of the Program

The Executive Director will be responsible for the quality of all scientific aspects of the program. The Executive Director will be responsible for establishing new programs, recruiting and supporting the research, educational, and service activities of the Center and for the recruitment and appointment of appropriate faculty members. The Executive Director will be advised and assisted in these activities by a Steering Committee and the Center's Board of Directors.

(2) Associate Director(s)/Manager and/or Coordinator

The Executive Director may appoint one or more associate director(s)/manager and/or coordinator and delegate areas of responsibility pertaining to the CoA.

ARTICLE V. Organizational Structure



Following its restructuring in 2006, the CoA has intentionally been “One U” and to encompass all four traditional academic missions – research, education and training, clinical programs and community service and outreach.

The Executive Director reports to the Senior Vice Presidents of Health Sciences and the Senior Vice President of Academic Affairs through the CoA's Board of Directors.

UTAH GOVERNOR'S COMMISSION ON AGING (UCOA)

The Utah Legislature established the Utah Governor's Commission on Aging in 2005 (Utah Code 63M-11). Upon the recommendation of then Governor Jon Huntsman, Jr., in 2007 the Commission transitioned to its administrative home in the Center on Aging. The CoA Executive Director recommends the UCOA Executive Director to be appointed by the Governor. UCOA is funded by the legislature and other grants and is independent of the University of Utah but accounts to the CoA for services and performance as defined by statute. UCOA convenes stakeholders from Utah's communities, public policy, education, and research sectors to help Utahns navigate the opportunities and challenges of the aging experience. UCOA sponsors and manages www.UtahAging.org as Utah's official statewide virtual resource center for older adults.

ARTICLE VI. BOARDS AND COMMITTEES

(1) BOARD OF DIRECTORS

The Board of Directors will consist of the Deans of eight University of Utah

Schools/Colleges to include the Health Sciences Schools of Medicine and Dentistry and Colleges of Nursing, Health and Pharmacy and main campus Colleges of Social/Behavioral Sciences, Social Work, and Architecture and Planning. The CoA Executive Director will hold an *ex officio* membership.

The Board chairperson will be appointed for a two-year rotating term when a new appointment will be made with the endorsement of the majority of the Board members.

The Board will approve the Center's budget and funding allocations.

The Board of Directors will meet on call by its Chair or the Executive Director of the Center on Aging but no fewer than two times each calendar year.

(2) STEERING COMMITTEE

The Steering Committee is an advisory committee that assists the Executive Director in the overall promotion and development of the Center on Aging. The Steering Committee will be concerned with program initiation, program development, major changes in direction, oversight to ensure the quality of the programs, the recruitment of new or replacement faculty to the Center, appropriate utilization of funds within each program, sources of program support, and the overall achievement of the purposes and goals of the Center on Aging. The Steering Committee serves as the Review Committee for the Center on Aging's Pilot Grant Program.

Membership in this Committee will be drawn from representatives of schools/colleges pertinent to the activities of the Center on Aging. The Executive Director of the Center on Aging will appoint faculty to the Steering Committee. The Executive Director of the Center on Aging will be the permanent chairperson of the Steering Committee and hold voting privileges.

The Steering Committee will meet on call by the Executive Director of the Center on Aging but no fewer than two to four times each calendar year.

ARTICLE VII. CENTER MEMBERSHIPS

The Center on Aging is comprised of its faculty, emeritus, trainee and affiliate members who share an interest in expanding the visibility of aging research and growth across the University of Utah. Member benefits include interacting in an environment that supports and fosters interdisciplinary research in aging; eligibility for the CoA sponsored research pilot grant program; and access to CoA-supported research resources.

Membership to the Center on Aging will be made on the basis of the outstanding quality and pertinence of the interests of the prospective faculty member to the CoA mission. All Center members are required to have a primary faculty appointment in their University of Utah academic unit. Membership applications must be approved by the Steering Committee.

(1) Membership Categories

(a) Faculty

Applications for Faculty Membership are accepted from University of Utah faculty members. These faculty members are expected to:

- Actively support and participate in Center-sponsored research seminars and research retreats
- Engage in discussion regarding creating new, collaborative research programs
- Provide information concerning their aging-related publications, research grants, and research training activities to the Center on an annual basis
- Identify the CoA in publications and research presentations.

(b) Emeritus

Applications for Emeritus Members will be accepted from CoA Faculty members upon their receipt of emeritus faculty status within their home academic department.

(c) Affiliate

Applications for Affiliate Membership are accepted from University of Utah staff, Faculty members from other Utah universities, and individuals from community-based partner organizations.

(d) Trainee

Applications for Trainee membership are accepted from all students/trainees in the Schools/Colleges across the University of Utah Campus.

(2) Application Process

Applicants will submit a cover letter requesting membership (indicating which member type) that briefly outlines their research or other academic interest in aging. The applicant's curriculum vitae will be included with the materials.

Membership applications will be reviewed and decided on by the CoA Steering Committee. The Steering Committee will review new member applications every quarter during a Steering meeting. Membership status will be reviewed every three years to ensure the member's participation in the CoA and their academic interests warrant continued membership.

ARTICLE VIII. SUPPORT

Support for aging research, education, and training programs of the faculty of the Center for Aging may come from one or a combination of three sources:

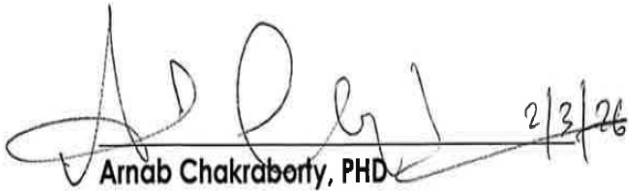
- (a) Funds allocated to the Center on Aging through the University of Utah Senior Vice President of Health Sciences and Senior Vice President for Academic Affairs
- (b) Center research and/or training grants or contracts from the Federal government, state government, private industry, or non-profit foundations to the Center.

(c) Philanthropic donations

Upon the request of the involved faculty, the Executive Director of the Center on Aging will assist with the collection of information needed, preparation of the appropriate application, and submission through appropriate channels requests for Federal, State, Industry, or Foundation support that involve a major aging program or are multidisciplinary in approach. Examples of these are program project grant proposals, interdisciplinary training grant requests, and collaborative proposals between a basic and a clinical program.

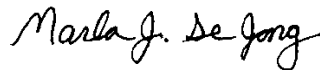
Center on Aging faculty members are expected to maintain their own research and/or training programs through their department of primary appointment. The office of the Executive Director of the Center on Aging may assist them in preparing applications for extramural support in aging- related areas. These applications will be submitted by the requesting investigator in their own name but will ordinarily be expected to meet the standards for scientific or scholarly excellence set by the Executive Director and the department in which the member holds their primary faculty appointment. Center on Aging approval is not mandatory for an application by an individual faculty member to a granting agency, but such approval must be obtained by the Executive Director, as well as the Steering Committee, if the application involves utilization of Center on Aging space, funds, equipment, or facilities. Copies of all applications involving Center on Aging personnel should be provided to the office of the Executive Director.

Reviewed and approved in January 2026 by the Center on Aging Board of Directors



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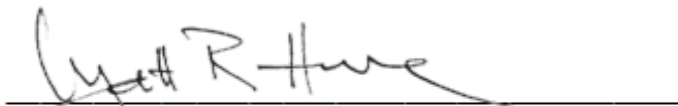
Arnab Chakraborty, PhD
Dean, Professor
University of Utah College of Architecture + Planning



Marla J. De Jong, PhD, RN, CCNS, FAAN
Dean, Louis H. Peery Presidential Endowed Chair, and Professor
University of Utah College of Nursing
Chair, Center on Aging Board of Directors



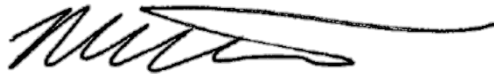
Kristina Duffin, MD, MS
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Wyatt Hume, DDS, PhD
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University of Utah School of Dentistry



Philip Osteen, PhD
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