The Economic, Social, and Community Impact of The Ohio State University

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Economic Impact Analysis Executive Summary

The Ohio State University is one of the nation’s largest and most comprehensive public research universities. Ohio State enrolls more than 68,000 students into its 15 colleges and hundreds of undergraduate, master’s, graduate, and professional degree programs. It employs more than 47,000 faculty and staff and has more than 545,000 alumni. Ohio State’s main campus is located in Columbus, and the university also provides students with regional campuses in Lima, Mansfield, Marion, Newark, and Wooster. Ohio State also has extension offices in all 88 counties in Ohio.

The university contains a leading national academic medical center, the Wexner Medical Center, that includes seven hospitals serving more than 1.7 million patients each year. The Wexner Medical Center has been rated one of America’s best hospitals for 26 consecutive years. The university also has a comprehensive athletics program and several nationally ranked colleges and programs in various disciplines. Ohio State has a significant impact throughout the state of Ohio and in the broader region. This impact is broad-based, including on the local and state economy, on the development of the communities it serves, and on society in general.

This Economic Impact Study quantifies such impact and produces a comprehensive report that can be shared with a variety of internal and external stakeholders, including the president of the university and other members of the senior management team, board members, and various community partners.

To quantify Ohio State’s economic, societal, and community impacts within the state of Ohio, the university retained the consulting firm Tripp Umbach to complete an economic and community impact study for Fiscal Year 2018.
Key findings from the study include the following impacts:

- The university generates **$15.2 billion** in combined economic impact annually for the state of Ohio.\(^1\) This translates to more than **$1.735 million** in economic impact every hour of the year.
- The university supports **123,283 jobs** throughout Ohio; 1 in every 57 jobs in the state is directly or indirectly supported or sustained by Ohio State.
- State and local government revenue attributable to the presence of the university totaled **$679.5 million**.
- For every dollar received by Ohio State from the state of Ohio, more than **$1.06** is generated by the university in state and local taxes.
- The Return on Investment (ROI) for Ohio State is **$23.83.\(^2\)**
- A table outlining the economic impact of each of Ohio State’s organization units can be found in Appendix A.

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\(^1\) Combined impacts include calculations for The Ohio State University’s six campuses, the Wexner Medical Center, and the Department of Athletics.

\(^2\) For every dollar received by Ohio State from the state of Ohio, $23.83 is generated in the statewide economy.
Economic Impact Study Background

In January 2019, Tripp Umbach was retained by The Ohio State University to provide a comprehensive analysis on the economic, societal, and community benefits that arise from university operations. Impact analysis was conducted to measure these effects throughout the state of Ohio. The influence Ohio State has on the vitality of the economy in the state includes the following elements:

- Economic impact of the university
  - Business volume impacts (Ohio State capital expenditures, operational expenditures, and payroll)
- Direct, indirect, and induced employment impacts
- Government revenue impacts at the local and state levels
- The impact of spending by employees in the local economy on goods and services
- The impact of visitor spending on the economy (wage premiums, job creation, etc.)
- The impact of student spending in the region (retail/merchandise, hospitality, etc.)
- The impact of the attraction of external research dollars
- The impact of charitable donations and volunteer services

This economic impact analysis measures the effect of direct, indirect, and induced economic, employment, and government revenue impacts for the main campus and five regional campuses of Ohio State, the Wexner Medical Center, and the Department of Athletics. For the purposes of the impact analysis, The Ohio State University is defined as the combined impacts of the six campuses, the Wexner Medical Center, and the Department of Athletics. These entities are further defined as:

- **The Ohio State University Campuses** include the main campus in Columbus and the five regional campuses, located in Lima, Mansfield, Marion, Newark, and Wooster.
- **The Ohio State University Wexner Medical Center** is a multidisciplinary academic medical center on the main campus of The Ohio State University with affiliated clinical partners throughout the state of Ohio.
- **The Department of Athletics** is nationally recognized as one of the most comprehensive programs in college athletics, offering 36 intercollegiate sports and fostering a culture that provides the opportunity to develop student-athletes.
Methodology Employed in the Economic Impact Study

Tripp Umbach’s economic impact analysis measures the direct, indirect, and induced business volume and government revenue impacts of Ohio State’s operations throughout the state of Ohio and local economies. Representatives of Ohio State provided Tripp Umbach with the following primary data used to conduct the analysis: capital expenditures, operational expenditures, number of employees, payroll and benefits, and taxes paid to local and state governments.

Tripp Umbach utilized IMPLAN to complete the economic impact analysis. Economic impact begins when an organization spends money. Studies measuring economic impact capture the direct economic impact of an organization’s spending, plus additional indirect and induced spending in the economy as a result of direct spending. Visitor and student spending in the region is also a substantial component of the economic impact of an organization. Visitors and students spend money for retail purchases, lodging, restaurants, and other goods and services, which filters through the economy and supports local jobs.

Ohio State’s total economic impact includes the university’s spending on goods and services with a variety of vendors, the spending of Ohio State’s faculty, staff, students, and visitors, and the business volume generated by organizations within the regions and the state. Not all dollars spent by an institution remain in the institution’s home state. Dollars that go out of the state in the form of spending with out-of-state organizations or people are not included in the university’s economic impact. The economic impact values presented in this report are generated by direct, indirect, and induced operational spending; capital spending; payroll; visitor spending; and student spending within the state of Ohio and local economies.

\[\text{Impact} = \text{Direct Impact} + \text{Indirect Impact} + \text{Induced Impact}\]

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3 IMPLAN Group, Inc., (MIG) is the corporation that is responsible for the production of IMPLAN (IMpact analysis for PLANning) data and software. IMPLAN is a micro-computer-based, input-output modeling system. With IMPLAN, one can estimate Input-Output models of up to 536 sectors for any region consisting of one or more counties. IMPLAN includes procedures for generating multipliers and estimating impacts by applying final demand changes to the model.

4 To remain conservative while calculating visitor spending throughout the state, Tripp Umbach utilized federal per diem rates for Ohio; [https://www.gsa.gov/travel/plan-book/per-diem-rates](https://www.gsa.gov/travel/plan-book/per-diem-rates)
The Ohio State University Economic Impacts — Consolidated

Ohio State is a driving engine for education, outreach, and research in the state of Ohio. The university plays an important role in the generation of economic impacts, employment, and government revenue throughout the state. With six campuses, located in Columbus, Lima, Mansfield, Marion, Newark, and Wooster; the Wexner Medical Center, and the Department of Athletics, Ohio State contributes significantly to state and local economies. As the fourth-largest employer in the state of Ohio, Ohio State generates significant impacts for its employees and the state in terms of economic, employment, and government revenue impacts on a daily basis. 5

Economic Impact

Ohio State provides important economic activity throughout Ohio. Direct spending by the university system to vendors and employees helps generate additional spending in the local community as well as throughout the state. In FY18, Ohio State generated more than $15.2 billion in economic impact for the state of Ohio. This total represents the direct impact of spending in the state ($6.4 billion), as well as indirect spending that occurs as a result of the presence of Ohio State ($8.8 billion).

Employment Impact

In FY18, Ohio State supported or sustained 123,283 jobs (full-time and part-time) throughout the state. This includes direct employment, which makes a direct contribution to the overall workforce vitality of the state and bolsters the economy. Those directly employed spend dollars in the state and, therefore, support additional employment. University spending on capital projects, development and planning projects, and suppliers also support additional indirect jobs throughout Ohio.

State and Local Government Revenue Impact

Ohio State contributes significantly to the state and local tax bases. Due to the university’s spending with state and local organizations, support of jobs for university employees living in Ohio, and visitor spending, these offices contribute to state and local tax revenues. In FY18, Ohio State generated more than $679.5 million in direct and indirect/induced tax payments in Ohio for state and local governments.

Ohio State has a presence across the state of Ohio with the main campus in Columbus and regional campuses in Lima, Mansfield, Marion, Newark, and Wooster. Individually, each campus provides economic impact to their local community, and as a result of research activity and spending by the six campuses combined, there is significant economic, employment, and government revenue impacts generated throughout the state.

In FY18, the total economic impact of the six campuses amounted to $7.5 billion. The employment impacts of the campus supported, directly and indirectly, 71,443 jobs throughout the state. Considering the campus’s operations, $371.7 million was generated in state and local government revenue attributed to the six campuses.
For 149 years, Ohio State's main campus in Columbus has been recognized for academic achievement and innovation and is one of America's largest and most comprehensive. As one of the nation's top-20 public universities, Ohio State is recognized by its top-rated academic medical center and a premier cancer hospital and research center. As a land-grant university, Ohio State has a physical presence throughout the state, with campuses and research centers located around Ohio.

As a result of research activity and spending by the campus in Columbus, there are significant economic, employment, and government revenue impacts generated throughout the state. In FY18, the total economic impact of the Columbus campus amounted to $7 billion. The employment impacts of the campus supported 67,244 jobs throughout the state, both directly and indirectly. Considering the campus’s operations, $348.8 million was generated in state and local government revenue attributed to the Columbus campus.

The Ohio State University — Columbus Campus Impact

$7 BILLION in economic impact to the region

67,244 JOBS supported throughout the region

$348.8 MILLION generated in state and local tax revenue

6 The Ohio State University [https://www.osu.edu/](https://www.osu.edu/)
The Ohio State University – Lima Campus Impact

Ohio State Lima offers 12 bachelor's degree programs, four-year degree completion programs, and access to any of Ohio State’s 200+ majors, allowing students the option to start in Lima and finish at the Columbus campus. Ohio State Lima's faculty offer experiential learning opportunities, including study abroad, research tours, and internship programs. Since 1995, 10 faculty have received Ohio State’s prestigious Alumni Award for Distinguished Teaching.

The Lima campus provides more than 30 student clubs and organizations and intramural and club athletic teams. Lima has a population of 38,000, which allows for industry and corporate internship opportunities in the city and surrounding area.

Students at Ohio State Lima assist with faculty-initiated research, which gives them the opportunity to work closely with a leading researcher in a field and learn about issues and methodologies. Students apply concepts learned in the classroom to concrete, real-life settings while being mentored by a faculty member who provides resources and time.

As a result of research activity and spending by Ohio State Lima, there are significant economic, employment, and government revenue impacts generated throughout the state. In FY18, the overall economic impact of the Lima campus totaled $51.1 million. The employment impacts of the campus supported or sustained 531 jobs throughout the state. Considering the campus’s operations, $2.9 million was generated in state and local government revenue attributed to the Lima campus.

The Ohio State University – Lima Campus

$51.1 MILLION
in economic impact
to the region

531 JOBS
supported throughout
the region

$2.9 MILLION
generated in state and
local tax revenue

7 ibid.
The Ohio State University – Mansfield Campus Impact

Ohio State Mansfield advocates for the educational needs of the local community, the greater Richland County area, and Northeast Ohio. As a land grant institution, Ohio State Mansfield offers 10 bachelor’s degrees and the option to start any of Ohio State’s 200 undergraduate degrees and finish in Columbus.

The key academic programs at the Mansfield campus are engineering and environmental and natural resources. Ohio State Mansfield offers the first full year of coursework toward an Ohio State degree in engineering. As a part of the environment and natural resources program, the EcoLab at the Mansfield campus provides the ideal environment to study some of the largest vernal pools in the state of Ohio, as well as forests, prairies, and streams, all rich with wildlife. Outdoor classrooms and a boardwalk over wetlands provide a natural setting for study and research.

As a result of research activity and spending by Ohio State Mansfield, there are significant economic, employment, and government revenue impacts generated throughout the state. In FY18, the overall economic impact of the Mansfield campus totaled **$54.7 million**. The employment impacts of the campus supported, both directly and indirectly, **552 jobs** throughout the state. Considering the campus’s operations, **$3 million** was generated in state and local government revenue attributed to the Mansfield campus.

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**The Ohio State University – Mansfield Campus**

* $54.7 million in economic impact to the region
* 552 jobs supported throughout the region
* $3 million generated in state and local tax revenue

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8 ibid.
The Ohio State University – Marion Campus Impact

Ohio State Marion combines the opportunities of a leading research university with the support of a small campus to prepare graduates for professions within a global society. Faculty and staff are committed to enhancing classroom activities through additional support for team teaching, increased honors course options, expanded internship opportunities, engaging students in undergraduate research, and the most up-to-date classroom and laboratory equipment and technology.

Students can pursue degree programs in nine majors, and key academic programs are sociology/criminology, engineering, and life science.

As a result of research activity and spending by Ohio State Marion, there are significant economic, employment, and government revenue impacts generated throughout the state. In FY18, the economic activity generated due to operations of the Marion campus totaled $73.1 million. The employment impacts of the campus, both through direct and indirect employment, totaled 674 jobs throughout the state. Considering the campus’s operations, $4 million was generated in state and local government revenue attributed to the Marion campus.

$73.1 MILLION
in economic impact
to the region

674 JOBS
supported throughout
the region

$4 MILLION
generated in state and
local tax revenue

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9 ibid.
The Ohio State University – Newark Campus Impact\textsuperscript{10}

Ohio State Newark was founded in 1957 when community members gathered to paint, build, and carry furniture into a remodeled barn, the campus’s temporary first home. The first classes took place in the evenings at Newark High School with 80 students and eight faculty members. Today, the campus features 11 buildings, including a recreation center and two residence halls.

Faculty members at Ohio State Newark are involved in research and many work closely with students on their research projects. Students have the opportunity to participate in a Student Research Forum that aims to increase collaborative student-faculty research, encourage participation in honors research, and further the goals of the Ohio State Denman Undergraduate Research Forum and the Ohio State Undergraduate Research Office at the Newark Campus. As the largest of the regional campuses, Ohio State Newark offers general studies coursework applicable to all undergraduate degree programs at The Ohio State University. In addition, upper-division courses in several departments are offered.

As a result of research activity and spending by Ohio State Newark, there are significant economic, employment, and government revenue impacts generated throughout the state. In FY18, the overall economic impact of the Newark campus totaled $123.8 million. The overall employment impacts of the campus supported or sustained 1,208 jobs throughout the state. Considering the campus’s operations, $7.2 million was generated in state and local government revenue attributed to the Newark campus.

\textbf{The Ohio State University – Newark Campus}

\begin{itemize}
\item \textbf{$123.8$ million} in economic impact to the region
\item \textbf{1,208 jobs} supported throughout the region
\item \textbf{$7.2$ million} generated in state and local tax revenue
\end{itemize}

\textsuperscript{10}ibid.
The Ohio State University – Wooster Campus Impact

Ohio State Agricultural Technical Institute (ATI) at Wooster provides educational programs leading to associate degrees in agriculture, horticulture, environmental sciences, business, and engineering technology. With a high value placed on lifelong learning, Ohio State ATI prepares individuals to be technically competent, self-reliant, and productive citizens in a global society.

The purposes of the institute are 1) to offer associate of science and associate of applied science degrees and certificates that include general and technical courses; 2) credit and non-credit continuing education and workforce development opportunities; and 3) transfer programs leading to higher levels of education.

As a result of research activity and spending by Ohio State ATI, there are significant economic, employment, and government revenue impacts generated throughout the state. In FY18, the overall economic impact of the Wooster campus totaled $116.6 million. The employment impacts of the campus supported, both directly and indirectly, 1,234 jobs throughout the state. Considering the campus’s operations, $5.6 million was generated in state and local government revenue attributed to the Wooster campus.

The Ohio State University - Wooster Campus

$116.6 MILLION in economic impact to the region

1,234 JOBS supported throughout the region

$5.6 MILLION generated in state and local tax revenue

11 ibid
The following graph provides a comparison of the direct and indirect impacts of each of the five regional campuses. The main campus in Columbus is not included in this comparison.

**Graph 1: Economic Impact of Regional Campuses**

Economic Impact of Regional Campuses Only
(in millions)

![Graph showing economic impact of regional campuses](image)
The Economic Impact of the Wexner Medical Center

The Ohio State University Wexner Medical Center is one of the largest and most comprehensive academic medical centers in the country. The only academic medical center in central Ohio, Wexner offers care across many specialties including cancer, heart, neurosciences and transplant.

Part of one of the most comprehensive health sciences campuses in the country, the Wexner Medical Center includes the College of Medicine and its School of Health and Rehabilitation Sciences; the Office of Health Sciences, including the OSU Faculty Group Practice; various research centers, programs, and institutes; The Ohio State University Comprehensive Cancer Center – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute; the Ohio State Health System; and the Health Sciences Library.

In 1995, The Ohio State University Wexner Medical Center founded the Ohio State Health Network (OSHN) to create a partnership of rural hospitals throughout Ohio. The relationship has enabled the fifteen member hospitals to collaborate and grow with the benefits of sharing resources, reducing operating costs, and increasing the quality of care provided by the patients of the OSHN hospitals.

In 2018, for the 25th consecutive year, the center was named among the best hospitals in the nation, according to *U.S. News & World Report*. The Wexner Medical Center is nationally ranked in 10 adult specialties and rated high-performing in two adult specialties and eight procedures and conditions.

**Economic Impact**

Economic impact is generated by the Wexner Medical Center when it spends on goods and supplies, when patient care is provided, and when it pays its employees. In FY18, the operations of the Wexner Medical Center generated more than **$7.3 billion** in economic activity throughout the state of Ohio. This total represents direct spending in the state of **$3.5 billion**, as well as the indirect spending of **$3.8 billion** that occurs as a result of the presence of the Wexner Medical Center.

**Employment Impact**

In FY18, the Wexner Medical Center directly supported **21,981 jobs** (full-time and part-time) throughout Ohio. This employment makes a direct contribution to the overall workforce vitality of the state and

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bolsters the economy. Those directly employed spend dollars in the state and, therefore, support additional employment. The Wexner Medical Center spending on capital projects, development and planning projects, and suppliers support an additional 26,707 indirect jobs throughout the state. In total, the presence of the Wexner Medical Center supports 48,688 jobs in the state of Ohio.

**State and Local Government Revenue Impact**

The Wexner Medical Center contributes significantly to the state and local tax bases. Revenue is generated when the Wexner Medical Center and its employees, health professional students, patients, and visitors spend on goods in the region (e.g., restaurants, retail, hotels/motels, etc.). In FY18, the medical center generated more than $275.7 million in direct and indirect/induced tax payments in Ohio for state and local governments.

**The Ohio State University – Wexner Medical Center**

- **$7.3 BILLION** in economic impact to the state of Ohio
- **48,688 JOBS** supported throughout the state of Ohio
- **$275.7 MILLION** generated in state and local tax revenue
Ohio State Athletics — A History of Success

True to the mission, Ohio State Athletics foster a culture that provides the opportunity to develop student-athletes through success in academics and competition. Through the 36 intercollegiate sports and the nearly 1,000 participating student athletes, all share eight core values: integrity, education, people, excellence, respect, innovation, community, and tradition.

Few schools can boast the overall history of success the Ohio State Buckeyes have enjoyed over the years. The varsity program is respected as one of the most comprehensive in college athletics and is 36 sports strong — 16 for men, 17 for women, and three coed. Each year, Ohio State teams claim Big Ten championships, compete in NCAA tournaments, and vie for national titles while producing countless individual conference and national champions and scholar-athletes.

The Buckeyes of Ohio State show success on and off the field. They have proven to be role models that deliver a consistent and comprehensive message of the value of community service to their peers and their communities. With a focus on four pillars — fitness, wellness, education, and public service — student athletes consistently give back to organizations such as Big Brothers Big Sisters programs, United Negro College Fund, Epilepsy Foundation of Greater Cincinnati and Columbus, St. Stephen’s Community House, The Buckeye Ranch, Make-a-Wish, and Special Olympics, just to name a few.

Ohio State Athletics is responsible for significant economic, employment, and government revenue impacts generated throughout the state. In FY18, the overall economic impact of Ohio State Athletics totaled $400.5 million. The employment impacts of Ohio State Athletics supported or sustained 3,152 jobs throughout the state, and the operations related to Ohio State Athletics generated $31.9 million in state and local government revenue.
The Ohio State University Community Gives Back

Community and Societal Impacts

Ohio State is a recognized community-engaged institution that addresses societal challenges through partnerships with the communities, people, and institutions of Ohio, the nation, and the world. Ohio State faculty, staff, and students recognize the complexity of societal challenges and the value of partnerships in addressing the needs of the communities at every level. As an engaged university, the Ohio State University is committed to:

- Fostering a climate of trust, respect, transparency and inclusivity to deepen partnerships among the university and its communities.
- Providing an environment that encourages students, faculty and staff to examine diverse issues with community partners;
- Providing students with community-engaged experiences to prepare them to be engaged citizens and leaders – both as students and as alumni.

Ohio State supports faculty and staff engagement through three strategic focus areas:

- Building the capacity of their outreach and engagement efforts,
- Coordinating and facilitating outreach and engagement initiatives, and
- Communicating and advocating for outreach activities that exemplify the meaning of engagement – partnerships and reciprocal relationships that put knowledge to work.

Students also play a major role in Outreach and Engagement at Ohio State. From leading community service projects to taking a Service-Learning course to participating in faculty-led engagement programs, students have numerous opportunities to get involved with our communities.

A wide variety of programs are thriving at Ohio State to contribute to our communities and the society in general. Our faculty, staff and students engage with our communities in mutually beneficial partnerships in a vast number of ways. The following is just a small sample of Ohio State faculty, staff, and students’ engagement with our communities:

- The STEAM Factory
- Data Science for Women Summer Camp
- OSU Early Headstart Partnership Program
- Young Writers Workshop
- Ohio Water Resource Center
- LifeSports
- Generation Rx
- Ohio State University Extension
• The Haiti Empowerment Project
• Stone Lab
• Moms2B
• Oral Health Improvement through Outreach (OHIO) Project
• La Clinica Latina
• OH/LEX: The Ohio Land Exchange
• Sports Medicine Community Outreach

It is through these programs and other initiatives such as BuckeyeThon, Bucks for Charity, and the volunteerism of faculty, staff, and students that Ohio State’s collective impact has long-term, far-reaching outcomes for individuals, organizations, and communities. Additionally, the university opens its doors to visitors each year through educational programs offered by our Regional campus faculty and staff or through the Endeavor Center in Piketon, the Planetarium or Museum of Biological Diversity on the Columbus campus, and the many performances by our faculty, staff, and students, for example.

**BuckeyeThon**

One of The Ohio State University’s largest and most impactful community benefit event is BuckeyeThon. As a program of the Office of Student Life, BuckeyeThon engages thousands of students annually, fostering a spirit of philanthropy and uniting the Ohio State community.

BuckeyeThon is a student fundraiser for the children and families in the Hematology, Oncology, and Bone Marrow Transplant Department at Nationwide Children’s Hospital. BuckeyeThon’s student participants raise money throughout the year and celebrate together with music, games, and the red carpet treatment for kids who have been treated for pediatric illnesses. BuckeyeThon has a rich history of engaging students in philanthropy and has seen tremendous growth since its inception in 2001. In 2017, a record amount of $1.5 million was raised for pediatric cancer.

BuckeyeThon achieves the mission through programs that enhance the student experience; promote the value of philanthropy; establish a spirit of service; and cultivate relationships between students, faculty, staff, and community members.
Bucks for Charity

In addition to BuckeyeThon, Bucks for Charity is an important way Ohio State gives back to the central Ohio community. Ohio State faculty, staff, and retirees can donate annually to one or more local nonprofit organizations through the fundraising campaign, including those that support food security, health services, animal welfare, education, advocacy programs, the environment, and other important community needs.

Through collaboration and the university community collective impact, organizations that support families, neighbors, colleagues, students, and friends are strengthened and sustained. Faculty and staff are not only encouraged to support the organizations through financial contributions, they are also encouraged to volunteer for the various organizations supported through Bucks for Charity.

The Ohio State University encourages staff, faculty, and students to give back by being good stewards of the community and sharing resources such as expertise, time, and monetary contributions.

Ohio State Employee and Student Volunteerism and Charitable Donations

Staff and students engage in mutually beneficial partnerships locally, statewide, nationally, and globally. From health and wellness to agricultural and extension services to business and economic development and more, Ohio State faculty, staff, and students partner with community organizations to positively impact communities and the university.

In addition to partnerships and collaborations, Ohio State faculty, employees, and students engage with community members through volunteer work and charitable donations. Umbach estimates that Ohio State faculty, employees, and students generate between $364 and $482.4 million\(^{14}\) annually in charitable donations and volunteer services across the state of Ohio. These benefits are in addition to the more than $15.2 billion in economic impact that all Ohio State entities generate for the state.

\(^{14}\) Data is based on Volunteering in America 2018 and the IRS based on income with assumption that students make under $25K and faculty and staff make an average of $99K.
Ohio State Research: A Force of Innovation and Change

Decades’ worth of innovative procedures and advancement has placed Ohio State in the highest tier of academic research. Ohio State is one of only a few universities in the U.S. that, in a single location, houses 15 different colleges, including seven health sciences colleges and a college of agriculture.

Research and Innovation for Ohio State Campuses only

As a result of research activity and spending by Ohio State, there are significant economic, employment, and government revenue impacts generated throughout the state. In FY18, the economic impact of research conducted by faculty, staff, and students totaled $1 billion. The employment impact of these activities supported or sustained 10,323 jobs throughout the state. Considering only the research component of the university, $33.9 million was generated in state and local government revenue attributed to the research activities of just the educational campuses of Ohio State alone.

Research and Innovation for Ohio State Campuses and Wexner Medical Center combined

When factoring in the research conducted in conjunction with the Wexner Medical Center, these numbers increase significantly. The research at all Ohio State campuses and the Wexner Medical Center combined totals nearly $1.8 billion. This activity supports or sustains 15,765 jobs throughout the state of Ohio and generates more than $58 million in state and local taxes in research activity alone.

Select University Research Centers and Institutes – Ohio State University

Ohio State’s research impacts go far beyond the economic impact associated with it. The university provides support for a number of multidisciplinary research centers and institutes across the university, which in turn furthers Ohio’s economy and improves life for its residents.

- Battelle Center for Science and Technology Policy
  
  The Battelle Center was established in 2006 through the generosity of Battelle, the world’s largest non-profit research and development organization, to focus on improving education in science, technology, engineering, and mathematics disciplines. In 2011, it pivoted toward the challenges of encouraging innovation and economic development.

- Center for Automotive Research
  
  The Center for Automotive Research (CAR) is the preeminent research center in sustainable and safe mobility in the United States and an interdisciplinary research center in The Ohio State University’s College of Engineering. With a concentration on preparing the next generation of automotive leaders, CAR is recognized for interdisciplinary emphasis on systems engineering, advanced and unique experimental facilities, collaboration on advanced product development projects with industry, and a balance of government and privately sponsored research.
• Center for Clinical and Translational Science

The Ohio State University Center for Clinical and Translational Science (CCTS) is a collaboration among The Ohio State University, The Ohio State University Wexner Medical Center and Nationwide Children's Hospital dedicated to turning the scientific discoveries of today into life-changing disease prevention strategies and the health diagnostics and treatments of tomorrow. Funded by a multi-year Clinical and Translational Science Award (CTSA) from the National Institutes of Health, the CCTS leverages expertise from every college across the University, including scientists and clinicians from the seven Health Science Colleges, the College of Engineering, OSU Wexner Medical Center and Nationwide Children’s Hospital, community health and education agencies, business partnerships, and regional institutional network partnerships.

• Center for Lake Erie Area Research (Ohio Sea Grant)

The Center for Lake Erie Area Research is home to the Ohio Sea Grant Program. It has worked to protect the environment of Lake Erie and the Great Lakes. With a strong combination of research, education and outreach efforts, as well as partnerships with academia, governmental agencies and the private sector, Ohio Sea Grant works with the Lake Erie community to solve the region’s most important environmental and economic issues.

• Center on Education and Training for Employment (CETE)

Supported by federal grants, CETE bridges research and practice through work in standards, curriculum, assessment, and evaluation to address all levels of education — from early childhood to adult and from special needs to career-technical education. CETE has added capacity in teacher preparation, professional development, information management, communication technologies, resource development, and technical assistance.

• Ohio State University Comprehensive Cancer Center (OSUCCC)

The OSUCCC is one of only 50 NCI-designated comprehensive cancer centers in the nation, a designation that Ohio State has maintained through competitive renewal since 1976. After the site review for the most recent renewal, OSUCCC earned the NCI’s highest ranking, “exceptional,” and received a five-year, $23 million NCI support grant. At Ohio State, more than 300 cancer researchers and their teams from 11 of OSU’s 15 colleges work collaboratively, across multiple disciplines, to improve the effectiveness of cancer prevention, diagnosis and treatment.

• Dorothy M. Davis Heart & Lung Research Institute

The Ohio State University Dorothy M. Davis Heart and Lung Research Institute is one of the largest heart and lung research institutes in the world. OSU physicians and scientists have access to cutting-edge technologies in imaging, cell biology, genetics, bioinformatics and statistics, flow cytometry, mass spectrometry, electron paramagnetic resonance spectroscopy, metabolic profiling and animal physiology.
• Institute for Materials Research (IMR)

The Institute for Materials Research is the gateway to the materials research enterprise at The Ohio State University. IMR is a campus-wide, multidisciplinary institute that works with OSU colleges and departments to augment and synergistically advance their goals.

• Institute for Population Research (IPR)

The Institute for Population Research is a multi-disciplinary research center which nurtures population and health research at Ohio State University. IPR has four major thematic emphases: fertility and reproductive health; union formation/dissolution; health and development through the life course; migration. Beyond these four themes, IPR supports research in all facets of population and health, broadly defined.

• Kirwan Institute for the Study of Race and Ethnicity

The Kirwan Institute for the Study of Race and Ethnicity is an interdisciplinary engaged research institute at The Ohio State University established in May 2003. The Center’s goal is to connect individuals and communities with opportunities needed for thriving by educating the public, building the capacity of allied social justice organizations, and investing in efforts that support equity and inclusion.

• Mathematical Biosciences Institute

The Mathematical Biosciences Institute (MBI) receives major funding from the National Science Foundation. The institute offers a vigorous program of research and education and fosters the growth of an international community of researchers in the mathematical biosciences. MBI programs are designed to reinforce and build upon existing research efforts in the mathematical biosciences, and to inspire and accelerate the expansion of the community and its intellectual growth.

• Mershon Center for International Security Studies

The Mershon Center for International Security Studies fosters interdisciplinary faculty and student research on national security in a global context. The Mershon Center supports three endowed positions in national security, military history, and peace studies. The Mershon Center is also actively pursuing multidisciplinary research in several key initiatives in areas.

• Ohio Agricultural Research and Development Center (OARDC)

The mission of The Ohio Agricultural Research and Development Center is to enhance the well-being of the people of Ohio, the nation and world through research on foods, agriculture, family and the environment. OARDC is recognized its leadership in discovering new knowledge solving problems, and in partnership with OSU Extension, developing and transferring technology.
• Ohio Manufacturing Institute

Ohio Manufacturing Institute (OMI) at The Ohio State University serves as an action-oriented public policy and advocacy center for manufacturing within the state and nation, reflecting a thoughtful and sustained response to industry-led and vetted issues. OMI works with its industry, university, and government partners to find solutions to manufacturers’ greatest technical and workforce challenges. OMI develops industry-vetted policy recommendations to help the state and nation establish a best-practice competitive ecosystem for small- and mid-sized manufacturing enterprises (SMMEs).

• Translational Data Analytics Institute (TDAI)

The Ohio State University’s Translational Data Analytics Institute brings together Ohio State faculty, students and industry and community partners to create data science and analytics solutions for global problems, develop a diverse and inclusive workforce, and advance scholarship. TDAI provides industry partners with access to talented students who are incorporating data science and analytics in in roughly 30 different majors and minors, including recruiting events, internships, challenges and research projects. It advances research agendas around specific topics and societal challenges through interdisciplinary communities of practice and team science, with support to accelerate industry-sponsored projects and tech transfer.

• Wexner Center for the Arts

The Wexner Center for the Arts is The Ohio State University's multidisciplinary, international laboratory for the exploration and advancement of contemporary art. Through exhibitions, screenings, performances, artist residencies, and education programs, the Wexner Center acts as a forum where established and emerging artists can test ideas and where diverse audiences can participate in cultural experiences that enhance the understanding of the art of our time.
Ohio State Graduates and Alumni Impact the State of Ohio

Ohio State conferred 16,781 degrees during FY18. By educating students, Ohio State contributes to the talent pool of human capital throughout the state. A degree from Ohio State increases a graduate’s value, productivity, and earning potential in the job market.

Based on data for median annual earnings, a bachelor’s degree earned at a university increases a graduate’s salary, compared with a graduate with only a high school diploma, by an average of about $21,100 a year (from $35,400 to $56,500). A master’s degree earned at a university increases a graduate’s salary, compared with a graduate with only a bachelor’s degree, by an average of about $13,500 a year (from $56,500 to $70,000 for a master’s degree). A doctorate degree earned at a university increases a graduate’s salary, compared with a graduate with a master’s degree, by an average of about $21,000 a year (from $70,000 to $91,000).  

In academic year 2017–2018, Ohio State awarded 12,358 undergraduate degrees. For the undergraduate class of 2018, the increased earning power in their first year of employment equates to the creation of $135.6 million in salary for these students. A similar analysis applied to the 2,761 master’s degrees awarded in the same academic year equates to another $30.3 million of value created for these students’ first year of employment. For the 855 students who earned a doctorate degree in 2018, the increased earning power equates to another $18.1 million of value for their first year of employment. Therefore, on an annual basis, Ohio State creates $184 million of additional earning power for members of each graduating class. This impact is in addition to the impact of the university’s operations. This increased earning power translates to increased spending by alumni in the state of Ohio.

Alumni Continue to Generate Impact Every Day

The contributions of Ohio State graduates are important to the economic vitality of the state of Ohio. More than 545,000 Ohio State alumni live across the globe. Historically, 65 percent of Ohio State alumni stay in Ohio after graduating; approximately 354,000 Ohio State alumni are living, working, and generating impact within the state.

Over a lifetime of employment (assuming 40 years of employment), Ohio State undergraduate alumni who remain in Ohio increase earning potential by $176.3 billion that would otherwise have been unachieved had these students not pursued an undergraduate degree. Likewise, over a lifetime of employment, Ohio State graduate alumni who remain in the state increase earning potential by more than $25.2 billion that would otherwise not have been achieved had these students not pursued a graduate degree.

The increased earning potential for doctorate alumni who remain in the state is **$23.6 billion**\(^\text{16}\). In total, all Ohio State alumni currently living in the state of Ohio have increased earning power of **$225.1 billion over 40 years**.

Ohio State is a renowned public research institution that contributes to the vitality of Ohio. With more than 545,000 alumni, the university can be felt in virtually every corner of the world. By producing highly educated, global citizens, Ohio State continues to shape a skilled workforce that will transform and lead organizations throughout the world.

\(^{16}\) Accounting for forgone income while attending the university, future periods of unemployment, time out of the labor force for child rearing, and other life events, total earning power over 40 years of employment was adjusted down by 80 percent.
## Appendix A: The Economic Impact of Each Organization of The Ohio State University

<table>
<thead>
<tr>
<th>ORGANIZATION UNIT</th>
<th>DIRECT ECONOMIC IMPACT</th>
<th>INDIRECT/INDUCED ECONOMIC IMPACT</th>
<th>TOTAL ECONOMIC IMPACT</th>
<th>DIRECT EMPLOYMENT IMPACT</th>
<th>INDIRECT/INDUCED EMPLOYMENT IMPACT</th>
<th>TOTAL EMPLOYMENT IMPACT</th>
<th>GOVERNMENT REVENUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Ohio State University - Consolidated</td>
<td>$6.4 billion</td>
<td>$8.8 billion</td>
<td>$15.2 billion</td>
<td>55,599 jobs</td>
<td>67,684 jobs</td>
<td>123,283 jobs</td>
<td>$679.5 million</td>
</tr>
<tr>
<td>The Wexner Medical Center</td>
<td>$3.5 billion</td>
<td>$3.8 billion</td>
<td>$7.3 billion</td>
<td>21,981 jobs</td>
<td>26,707 jobs</td>
<td>48,688 jobs</td>
<td>$275.7 million</td>
</tr>
<tr>
<td>Ohio State Athletics</td>
<td>$156.2 million</td>
<td>$244.3 million</td>
<td>$400.5 million</td>
<td>732 jobs</td>
<td>2,420 jobs</td>
<td>3,152 jobs</td>
<td>$31.9 million</td>
</tr>
<tr>
<td>All Ohio State Campuses</td>
<td>$2.7 billion</td>
<td>$4.8 billion</td>
<td>$7.5 billion</td>
<td>32,886 jobs</td>
<td>38,557 jobs</td>
<td>71,443 jobs</td>
<td>$371.7 million</td>
</tr>
<tr>
<td>Columbus Campus</td>
<td>$2.6 billion</td>
<td>$4.4 billion</td>
<td>$7 billion</td>
<td>31,107 jobs</td>
<td>36,137 jobs</td>
<td>67,244 jobs</td>
<td>$348.8 million</td>
</tr>
<tr>
<td>Lima Campus</td>
<td>$13.5 million</td>
<td>$37.6 million</td>
<td>$51.1 million</td>
<td>207 jobs</td>
<td>324 jobs</td>
<td>531 jobs</td>
<td>$2.9 million</td>
</tr>
<tr>
<td>Mansfield Campus</td>
<td>$15 million</td>
<td>$39.7 million</td>
<td>$54.7 million</td>
<td>222 jobs</td>
<td>330 jobs</td>
<td>552 jobs</td>
<td>$3 million</td>
</tr>
<tr>
<td>Marion Campus</td>
<td>$20.8 million</td>
<td>$52.3 million</td>
<td>$73.1 million</td>
<td>222 jobs</td>
<td>452 jobs</td>
<td>674 jobs</td>
<td>$4 million</td>
</tr>
<tr>
<td>Newark Campus</td>
<td>$28.6 million</td>
<td>$95.2 million</td>
<td>$123.8 million</td>
<td>366 jobs</td>
<td>842 jobs</td>
<td>1,208 jobs</td>
<td>$7.2 million</td>
</tr>
<tr>
<td>Wooster Campus</td>
<td>$49.1 million</td>
<td>$67.5 million</td>
<td>$116.6 million</td>
<td>762 jobs</td>
<td>472 jobs</td>
<td>1,234 jobs</td>
<td>$5.6 million</td>
</tr>
</tbody>
</table>
Appendix B: The Economic and Fiscal Impacts of Proposed New Construction

Key Findings

Tripp Umbach evaluated the economic and fiscal benefits that will potentially be generated as a result of the planned or proposed construction surrounding the Wexner Medical Center. Tripp Umbach’s analysis determined that while Ohio State is a major enterprise that currently generates significant fiscal and economic impacts in Franklin County and beyond annually, the future growth potential of the university will result in even greater impacts in the county and state as well as great benefits to the community through both business and employment growth and new tax revenues. It is important to note that the impacts below are just the impacts that the county will feel due to the increased construction of the facilities and do not account for the additional permanent jobs and impacts that will be achieved annually due to the increase in Ohio State operations in Franklin County. The projects that are included in this expansion study are¹⁷:

New Medical Center Tower — A planned 2,676,000-gross-square-foot structure that includes a hospital structure, a new central sterile supply building, and a new parking garage and supporting infrastructure. This complex is scheduled to be completed in June 2024.

West Campus Ambulatory Clinical Complex — A planned ambulatory clinical facility that will include a dedicated area for a proton therapy department, which will be delivered to patients thought a partnership with Nationwide Children’s Hospital. This complex is estimated to be completed by March 2023.

Interdisciplinary Research Center — A research facility that will span 270,000 gross square feet and will allow for multiple departments and disciplines to conduct combined research efforts on Ohio State’s campus. This project is estimated to be completed by June 2022.

¹⁷ All estimates on spending on construction were generated and provided to Tripp Umbach by Ohio State. Additionally, all dollars in this report are reported in static 2018 dollars.
Construction Impact of the New Medical Center Tower

- Total economic impact on Franklin County: $2.9 billion over the period of construction.\(^{18}\)
- Total employment impact on Franklin County: 17,269 jobs over the period of construction.
- Total revenue generated by payroll taxes for the city of Columbus is $25,183,597. \(^{19}\)
- Total state government revenue impact will be $47.9 million, and the county government revenue impact will be an additional $7.2 million over the period of construction.

Construction Impact of the West Campus Ambulatory Clinical Complex

- Total economic impact on Franklin County: $544.5 million over the period of construction.
- Total employment impact on Franklin County: 3,237 jobs over the period of construction.
- Total revenue generated by payroll taxes for the city of Columbus is $4,723,921.64.
- Total state government revenue impact will be $9 million, and the county government revenue impact will be an additional $1.4 million over the period of construction.

Construction Impact of the Interdisciplinary Research Complex

- Total economic impact on Franklin County: $317.4 million over the period of construction.
- Total employment impact on Franklin County: 1,887 jobs over the period of construction.
- Total revenue generated by payroll taxes for the city of Columbus is $2,753,371.
- Total state government revenue impact will be $5.2 million, and the county government revenue impact will be an additional $790,000 over the period of construction.

As this analysis shows, the construction of the new Medical Center Tower, the West Campus Ambulatory Clinical Complex, and the Interdisciplinary Research Complex will have sizable economic impact on the city of Columbus and Franklin County. Providing higher-level health care and creating an “innovation district” where students are encouraged to build partnerships with local businesses creates an opportunity for growth for students, businesses, and the overall local economy.

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\(^{18}\) These impacts are determined by total figures for the project period. If this project is delayed and takes longer than projected, the impacts would be less per year but the same per project.

\(^{19}\) Payroll tax revenues for the city of Columbus are based on 2.5% payroll city taxes with 90% of total employees living in Columbus.
<table>
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<tr>
<th><strong>Appendix C: Definition of Terms</strong></th>
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<tbody>
<tr>
<td><strong>STUDY YEAR</strong></td>
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<tr>
<td><strong>TOTAL INDUSTRY OUTPUT</strong></td>
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<tr>
<td><strong>TOTAL ECONOMIC IMPACT</strong></td>
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<tr>
<td><strong>DIRECT ECONOMIC IMPACT</strong></td>
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<tr>
<td><strong>INDIRECT ECONOMIC IMPACT</strong></td>
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<tr>
<td><strong>INDUCED ECONOMIC IMPACT</strong></td>
</tr>
<tr>
<td><strong>MULTIPLIER EFFECT</strong></td>
</tr>
</tbody>
</table>
Appendix D: Technical Appendix

IMPLAN Methodology Definitions

The economic impact of The Ohio State University was estimated using IMPLAN (IMpact Analysis for PLANning), an econometric modeling system developed by applied economists at the University of Minnesota and the U.S. Forest Service. The IMPLAN modeling system has been in use since 1979 and is currently used by over 500 private consulting firms, university research centers, and government agencies. The IMPLAN modeling system combines the U.S. Bureau of Economic Analysis’ Input-Output Benchmarks with other data to construct quantitative models of trade flow relationships between businesses and between businesses and final consumers. From this data, one can examine the effects of a change in one or several economic activities to predict its effect on a specific state, regional, or local economy (impact analysis). The IMPLAN input-output accounts capture all monetary market transactions for consumption in a given time period. The IMPLAN input-output accounts are based on industry survey data collected periodically by the U.S. BEA and follow a balanced account format recommended by the United Nations.

IMPLAN’s Regional Economic Accounts and the Social Accounting Matrices were used to construct state- and regional-level multipliers, which describe the response of the economy to a change in demand or production as a result of the activities and expenditures of The Ohio State University. Each industry that produces goods or services generates demand for other goods and services, and this demand is multiplied through a particular economy until it dissipates through “leakage” to economies outside the specified area. IMPLAN models discern and calculate leakage from local, regional, and state economic areas based on workforce configuration, the inputs required by specific types of businesses, and the availability of both inputs in the economic area. Consequently, economic impacts that accrue to other regions or states as a consequence of a change in demand are not counted as impacts within the economic area.

The model accounts for substitution and displacement effects by deflating industry-specific multipliers to levels well below those recommended by the U.S. Bureau of Economic Analysis. In addition, multipliers are applied only to personal disposable income to obtain a more realistic estimate of the multiplier effects from increased demand. Importantly, IMPLAN’s Regional Economic Accounts exclude imports to an economic area, so the calculation of economic impacts identifies only those impacts specific to the economic impact area. IMPLAN calculates this distinction by applying Regional Purchase Coefficients (RPC) to predict regional purchases based on an economic area’s particular characteristics. The RPC represents the proportion of goods and services that will be purchased regionally under normal circumstances, based on the area’s economic characteristics described in terms of actual trade flows within the area.
**Employment Definitions**

IMPLAN analysis is conducted to measure jobs/positions (part-time or full-time), not full-time equivalents (FTEs). Full-time and part-time employees generate impact in the economy and support additional indirect and induced employment throughout the state of Ohio. Employment data for The Ohio State University was provided as an output of all individuals who receive a paycheck from the institution. This includes all full-time and part-time employed faculty, staff, and students.

**Government Revenue Impact Definition**

Government revenue impacts generated in the current, FY18 study included all taxes paid by The Ohio State University to the state of Ohio (e.g., payroll, property, sales, unemployment, income, and any other taxes paid to the state and local government). Any federal taxes paid by The Ohio State University were not included in the government revenue impacts (e.g., FICA payments). Taxes generated by university operations and pay and benefits to staff are also included in government revenue impact.

**Visitor Definitions**

Impact analysis looks to quantify the impact of the attraction of “fresh” dollars to a region. Therefore, when including visitor spending in the impact analysis of a university, the analysis will only include those visitors coming to a region from outside of said region. Event visitors who also live in the region would have spent their dollar in that region otherwise; therefore, this dollar was not attracted to the region as a result of the organization being analyzed.
Appendix E: FAQs Regarding Economic Impact Assessment

What is economic impact?

Economic impact begins when an organization spends money. Economic impact studies measure the direct economic impact of an organization’s spending, plus additional indirect spending in the economy as a result of direct spending. Economic impact has nothing to do with dollars collected by institutions, their profitability, or even their sustainability, since all operating organizations have a positive economic impact when they spend money and attract spending from outside sources.

Direct economic impact measures the dollars that are generated within a geographic region due to the presence of an institution. This includes not only spending on goods and services with a variety of vendors within the region, and the spending of its employees and visitors, but also the economic impact generated by businesses within the region that benefit from the spending of the institution. It is important to remember that not all dollars spent by an institution stay in the geographic region of study. Dollars that “leak” out of the region in the form of purchases from out-of-area vendors are not included in the economic impact that an institution has on the region.

The total economic impact includes the “multiplier” of spending from companies that do business with an institution. Support businesses may include lodging establishments, restaurants, construction firms, vendors, temporary agencies, etc. Spending multipliers attempt to estimate the ripple effect in the economy where the spending occurs. For example: Spending by an institution with local vendors provides these vendors with additional dollars that they re-spend in the local economy, causing a “multiplier effect.”

What is the multiplier effect?

Multipliers are a numeric way of describing the secondary impacts stemming from the operations of an organization. For example, an employment multiplier of 1.8 would suggest that for every 10 employees hired in the given industry, eight additional jobs would be created in other industries, such that 18 total jobs would be added to the given economic region. The multipliers used in this study range from 1.8 to 2.0.

The Multiplier Model is derived mathematically using the input-output model and Social Accounting formats. The Social Accounting System provides the framework for the predictive Multiplier Model used in economic impact studies. Purchases for final use drive the model. Industries that produce goods and services for consumer consumption must purchase products, raw materials, and services from other companies to create their product. These vendors must also procure goods and services. This cycle continues until all the money is leaked from the region’s economy. There are three types of effects measured with a multiplier: the direct, the indirect, and the induced effects. The direct effect is the known or predicted change in the local economy that is to be studied. The indirect effect is the business-to-
business transactions required to satisfy the direct effect. Finally, the induced effect is derived from local spending on goods and services by people working to satisfy the direct and indirect effects.

- **Direct effects** take place only in the industry immediately being studied.
- **Indirect effects** concern inter-industry transactions: Because an institution is in business, it has a demand for locally produced materials needed to operate.
- **Induced effects** measure the effects of the changes in household income: Employees of an institution and suppliers purchase from local retailers and restaurants.
- **Total economic impacts** are the total changes to the original economy as the result of the operations of an institution, i.e., direct effects + indirect effects + induced effects = total economic impacts.

**What methodology was used in this study?**

IMPLAN (IMpact analysis for PLANning) data and software. Using classic input-output analysis in combination with regional-specific Social Accounting Matrices and Multiplier Models, IMPLAN provides a highly accurate and adaptable model for its users. The IMPLAN database contains county, state, ZIP code, and federal economic statistics that are specialized by region, not estimated from national averages, and can be used to measure the effect on a regional or local economy of a given change or event in the economy’s activity.

**What is employment impact?**

Employment impact measures the direct employment (employees, staff, faculty, administration) plus additional employment created in the economy as a result of the operations of an institution.

Indirect and induced employment impact refers to other employees throughout the region who exist because of an institution’s economic impact. In other words, these are jobs related to the population — city services (police, fire, EMS, etc.), employees at local hotels and restaurants, clerks at local retail establishments, and residents employed by vendors used by the institution.

**What is the difference between direct and indirect taxes?**

Direct tax dollars include sales taxes and net corporate income taxes paid directly by the institution to the state, while indirect taxes include taxes paid to the state by vendors that do business with an institution and individuals.

**Is this a one-time impact, or does the impact repeat each year?**

The results presented in this Economic Impact Study are generated annually. The economic impact in future years can be either higher or lower based on number of employees, students, capital expansion, increases in external research, and state appropriations.
Appendix F: Tripp Umbach Qualifications

Tripp Umbach is the national leader in providing economic impact analysis to leading health care organizations, universities, and academic medical centers. We have completed more than 300 economic impact studies over the past 25 years for clients such as Pennsylvania State University, the University of Minnesota, the University of Missouri, the University of Nebraska, the University of Pittsburgh, the University of Washington, the University of Iowa, the University of Alabama at Birmingham, the Cleveland Clinic, the University of Florida Health Shand’s Hospital, The University of North Carolina Hospital, the University of Pennsylvania Health System, the University of Pittsburgh Medical Center, and The Ohio State Medical Center.

For more information, please contact Tripp Umbach at www.Trippumbach.com