
Northwestern University's Economic Impact on Evanston, Illinois



NORTHWESTERN
UNIVERSITY

I am pleased to present this study of Northwestern University's economic impact on Evanston, the first such study commissioned by the University. Conducted by Bay Area Economics of Silver Spring, Maryland, this study details the significant positive impact that Northwestern has on the Evanston economy — more than \$145 million in revenues annually.

Northwestern, like all universities, is first and foremost an academic institution. But we also understand our role in the economy of Evanston and the Chicago metropolitan region. Through the millions of dollars in purchases by the University from local vendors, salaries paid to area residents, and spending by faculty, staff, students, and visitors to our campus, Northwestern is a driving force in the local economy.

We believe strongly that Northwestern needs a healthy and vibrant Evanston in order to continue to attract the best students, faculty, and staff to our campus. As detailed in this report, Northwestern's payments and contributions to the City of Evanston and the University's significant impact on the local economy reflect this belief.

For more than 150 years, Northwestern and Evanston have worked together to make this community an outstanding place in which to live, work, and learn. We are proud of this history, and we look forward to our continued partnership.

A handwritten signature in black ink, appearing to read "H. Bienen", with a long, sweeping horizontal line extending to the right.

Henry S. Bienen, President

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EXECUTIVE SUMMARY

Northwestern University commissioned Bay Area Economics to prepare this analysis of some of the University's economic impact. Its purpose is to identify and quantify the impact of Northwestern on the Evanston economy in general and its fiscal impact on the City of Evanston (i.e., the city government) in particular.

Economic Activity

In fiscal year 2004¹ the University's presence contributed \$145 to \$175 million² to the Evanston economy through

- University payments to the City of Evanston (i.e., the city government)
- University purchases from Evanston businesses
- spending in Evanston retail shops and restaurants and rents paid by Northwestern students, faculty, and staff
- local spending by visitors to Northwestern

This impact estimate reflects actual expenditures by the University; local spending estimates derived from extensive direct surveying of Northwestern faculty, staff, and students; and visitor information reported by individual University departments.

Fiscal Impact

Northwestern University provides substantial fiscal benefits to the City of Evanston. In fiscal year 2004³ the City of Evanston collected revenues generated as a result of Northwestern's presence that were \$2.9 to \$4.4 million more than total costs attributable to the University. The University and its contractors directly paid \$4.9 million to the City of Evanston in that fiscal year.

The University also indirectly generated \$3.1 to \$3.6 million in revenues for the City in fiscal year 2004. This amount is derived from sales and hotel taxes paid by Northwestern's students, employees, and visitors (totaling \$2.1 to \$2.6 million) and from state and federal grant revenues that are allocated on the basis of population (inclusion of Northwestern students in Evanston's population count generates \$939,000 in additional revenues annually).

Northwestern provides most traditional municipal services for its buildings and lands — such as police, water line and street maintenance, snow removal (on campus and on side streets that include University buildings), and trash collection. As a result, the City provides few direct services to the University, and its costs attributable to Northwestern in fiscal year 2004 — \$4 to \$5.1 million (see Table I2 on page 21) — were much less than the revenues generated as a result of the University's presence. Accordingly, the total net revenue in excess of costs for the City of Evanston attributable to Northwestern University ranged between \$2.9 and \$4.4 million.

1. Northwestern's fiscal year 2004 was September 1, 2003, through August 31, 2004.

2. Impacts are shown as ranges to acknowledge the complexity of and margin of error inherent in survey data and other estimation techniques. See "Methodology" on page 8 for an explanation of data analysis, estimates, and ranges.

3. The City of Evanston's fiscal year 2004 was March 1, 2003, through February 29, 2004.

Table 1: Northwestern University's Net Fiscal Impact on the City of Evanston, Fiscal Year 2004

City revenues attributable to Northwestern^a	<i>Low</i>	<i>High</i>
Taxes and fees paid by Northwestern	\$4,611,000	\$4,611,000
Property tax portion of office rent	221,000	221,000
Fees paid by fraternities, sororities, and food contractor	44,000	44,000
Direct revenues generated by Northwestern	4,877,000	4,877,000
Sales and hotel tax revenues generated by students, employees, and visitors	2,144,000 ^b	2,638,000
State and federal grants ^c	939,000	939,000
Indirect revenues generated by Northwestern's presence	3,083,000	3,577,000
Total city revenues attributable to Northwestern	7,960,000	8,454,000
City costs attributable to Northwestern^a	(5,070,000)	(4,020,000)
Total net revenues/(costs) to the City of Evanston attributable to Northwestern	\$2,890,000	\$4,434,000

Sources: City of Evanston Code; Northwestern University Director of Risk Management and Safety; Evanston Director of Community Development; City of Evanston Budget; Northwestern University; Direct Survey of Northwestern Students, Faculty, and Staff; BAE, 2005.

Note: Figures in this table have been rounded; totals may not add up exactly.

^aDetailed breakdowns of revenues and costs appear in Tables 9 and 12 on pages 17 and 21, respectively.

^bWhere based on survey data and other estimates, impacts are expressed as a range (+/- 10 percent). See "Methodology" on page 8 for an explanation of data analysis, estimates, and ranges.

^cGrants are distributed based on a formula that considers Evanston's total population, including Northwestern students, as recorded by the U.S. Census. See "Intergovernmental Transfers" on page 19.

Support for Evanston Schools and Nonprofit Organizations

Northwestern has joined School District 65 in the Lighthouse Partnership to enhance science and mathematics education and the bilingual education program, contributing more than \$300,000 to the partnership. Northwestern supports Evanston Township High School (ETHS) and District 65 with Project EXCITE, which works with more than 90 minority students to develop their math and science skills in preparation for higher-track math and science classes when they reach high school. The University has contributed more than \$500,000 and provided faculty assistance to support the program. Northwestern students, faculty, and staff volunteer 55,000 to 67,000 hours annually in Evanston public schools.

In fiscal year 2004 the University contributed \$202,000 to nonprofit organizations throughout Evanston and \$188,000 for undergraduate scholarships for ETHS students and summer jobs for at-risk students. The annual Dance Marathon raised almost \$30,000 for the Evanston Community Foundation in 2004. In addition, University students, faculty, and staff volunteered between 164,000 and 201,000 hours in local nonprofits in fiscal year 2004. Northwestern faculty and staff serve on more than 28 local boards and organizations.

About Bay Area Economics

Bay Area Economics is a national urban economics consulting firm, established in 1986, with a long history of fiscal-impact analysis and modeling. Among the firm's experience in testing the economic and fiscal impact of universities are studies for the University of Notre Dame, the Johns Hopkins University, and the Maryland Independent College and University Association. Bay Area Economics also has prepared countless fiscal-impact analyses for state and local governments, including the District of Columbia; the City of Atlanta; the State of Oregon; Montgomery County, Maryland; and Berkeley, California.

I. INTRODUCTION AND UNIVERSITY OVERVIEW

Northwestern University commissioned Bay Area Economics (BAE) to prepare this analysis of the University's economic impact. Its purpose is to identify and quantify the impact of Northwestern on the Evanston economy in general, and its fiscal impact on the City of Evanston in particular. The analysis is based on information from direct surveys of Northwestern faculty, staff, and students as to their spending habits, use of City facilities, and volunteer activities with Evanston schools and charities; data showing the University's expenditures; the City's budget; and interviews with employees of the University.

Northwestern University, founded in 1851, once owned 680 acres in Evanston but since then has reduced its land holdings. Northwestern's charter from the State of Illinois grants the University the right to own up to 2,000 acres of land in Cook County exempt from property taxation. Today Northwestern has consolidated its Evanston campus on 242.8 acres, including 84 acres of land that the University created by filling in a portion of Lake Michigan.

The Evanston campus is home to the Judd A. and Marjorie Weinberg College of Arts and Sciences, the School of Communication, the School of Education and Social Policy, the Robert R. McCormick School of Engineering and Applied Science, the Medill School of Journalism, the School of Music, the Graduate School, and the J. L. Kellogg School of Management. The University's Chicago campus hosts the Feinberg School of Medicine, the School of Law, and Kellogg's part-time program. The School of Continuing Studies provides classes on both campuses.

University Community

Ranked among the nation's top private research universities, Northwestern attracts students from across the country and around the world to study and live in Evanston. In 2003–04 Northwestern enrolled a total of 7,658 full-time undergraduates and 4,944 full-time graduate students. Eighty-three percent (10,506) of these full-time students lived in Evanston. Of the University's 9,664 faculty and staff, about a quarter (2,268 or 23 percent) lived in Evanston during 2003–04, including 843 full-time faculty members and 831 full-time staff members.

Table 2: Northwestern University Students, Faculty, and Staff, Fiscal Year 2004

	<i>Living in Evanston</i>	<i>Living outside Evanston</i>	<i>Total</i>
Undergraduate students			
Full-time	7,166	492	7,658
Part-time	169	37	206
Total	7,335	529	7,864
Graduate students^a			
Full-time	3,340	1,604	4,944
Part-time	242	1,567	1,809
Total	3,582	3,171	6,753
Faculty			
Full-time	843	1,965	2,808
Part-time	375	966	1,341
Total	1,218	2,931	4,149
Staff			
Full-time	831	3,990	4,821
Part-time	219	475	694
Total	1,050	4,465	5,515
Total	13,185	11,096	24,281

Sources: Northwestern University; Direct Survey of Northwestern Students, Faculty, and Staff; BAE, 2005.

^aIncludes professional school students.

University Visitors

Northwestern's presence in Evanston attracts many visitors to stay, eat, and shop in the city. Northwestern hosts many conferences covering a wide range of topics. In fiscal year 2004 the University hosted roughly 200 conferences and meetings that attracted out-of-town visitors to Evanston. Beyond formal conferences and meetings, the University community attracts a large number of families, prospective students, alumni, and friends to visit campus. During the summer the University hosts a series of short courses, camps, and other programs. A survey of department heads was conducted to identify conferences and meetings held in fiscal year 2004, the number of attendees, and the number of attendees coming from outside the region. As summarized in Appendix Table A-1 on pages 32–45, Northwestern attracted 195,000 visitors from outside the region for a total of 425,000 visitor-days (number of visitors times the average number of days stayed). A survey of Northwestern students, faculty, and staff showed that visits of family and friends generated an additional 38,300 out-of-the-region visitor-days in Evanston hotels and bed and breakfast establishments.

Methodology

BAE's methodology in conducting this economic and fiscal impact analysis combines a number of different techniques to attribute revenues and costs to the University. Each is described in detail in the paragraphs reporting each type of contribution.

Where hard data (e.g., direct payments to the City) were not available, BAE has used a series of estimates as described below and in the discussion of each revenue and expenditure. Given the margin of error inherent in any such estimates, the estimates are reported as ranges. The estimates of retail sales and other survey-generated factors are judged to be accurate within 10 percent, and the ranges shown are 90 to 110 percent of the estimates generated from the individual factors and inputs.

For this analysis, extensive surveying of Northwestern students, faculty, and staff revealed detailed behavioral patterns not previously documented. The surveys addressed such questions as

- where respondents lived
- whether they lived with other students or Northwestern employees
- how much they spent on housing, eating out, other retail goods, and parking tickets
- how many visitors they had annually
- whether they had children in the Evanston public schools
- whether they served on City of Evanston boards
- whether they volunteered with local schools or charities
- how often they used the public library and recreational facilities

The survey distinguished between students living in Evanston and those living outside of Evanston as well as between full-time and part-time students. Response tabulations also separated students on the Evanston campus from those primarily based on the Chicago campus. Adjustments were made for students living together (divided spending in half for such students) and students living with University employees (included in employee spending) to avoid double counting. The surveys and results are included as Appendix B on pages 51–59.

These data formed the basis for much of the analysis. The number of respondents (1,502 undergraduates, 1,441 graduate students, and 1,981 faculty and staff) yields a high level of statistical accuracy, though the answers are less accurate for a few subcategories with very few people (e.g., part-time undergraduates living on campus). Typically a survey of 400 or more respondents yields answers within a 95-percent confidence range. However, the respondents were a self-selected sample, and Evanston residents were somewhat overrepresented. The impact of residents and nonresidents was calculated separately to control for that bias. In some categories — such as students living in their parents' homes

in Evanston — there were very few responses, which limits the accuracy of responses in those categories. However, because there were so few individuals in those categories, any loss of accuracy does not affect the overall estimate of University impact.

These data were supplemented by a direct survey of individual University departments to identify conferences and meetings held during fiscal year 2004, as well as the number of attendees from out of the region and the number of attendees staying in Evanston hotels (summarized in Appendix Table A-1 on pages 32–45). Additional information about University purchases from local vendors was provided by the Office of the Controller from University payment records.

Northwestern's net fiscal impact on the City of Evanston was calculated by taking the City's revenues attributable to the University and subtracting the costs associated with the University. City revenues attributable to Northwestern combined direct payments from the University to the City with other indirect revenues generated by the University's students, employees, and visitors. The direct payments are based on information and records provided by Northwestern's Office of the Controller. The indirect revenues are derived by multiplying information generated from the survey responses on retail sales and expenditures related to out-of-town visitors by the applicable tax rates.

City of Evanston costs were based on the actual fiscal year 2004 expenditures as reported in the 2005–2006 *City of Evanston Proposed Budget*. Per-capita cost multipliers were calculated for the public schools, the public library, beaches and parks, and City recreational facilities. This per-capita approach was reported to be used in 70 percent of all fiscal-impact analyses reviewed by Robert Burchell and David Listokin for *The Fiscal Impact Handbook*. In each case, overhead costs were added to the direct operational costs to reflect both departmental and citywide overhead (e.g., the city manager's office expenses).

This analysis estimates the cost of Evanston services to Northwestern and the University community using the *average-cost approach*. That approach allocates costs evenly across residents and/or users. Focusing on the *incremental costs* provides an alternative way of viewing the University's burden on the City of Evanston — that is to say, what City costs are incurred as a direct result of the University's presence and would not be incurred if Northwestern did not exist. For example, Evanston residents would require parks and libraries and fire stations even if the University were located elsewhere, so attributing a significant portion of those costs to Northwestern's presence likely overstates the true impact.

The economic impact analysis is based on Northwestern University's fiscal year of September 1, 2003, to August 31, 2004. The fiscal impact analysis draws on the City of Evanston's fiscal year performance from March 1, 2003, to February 29, 2004.

Report Organization

This analysis first quantifies the University's contributions to the Evanston economy in Section II in terms of business generated for Evanston restaurants, retailers, and other businesses and jobs supported by that business. Section III addresses Northwestern's fiscal impact on the City of Evanston budget, including revenues generated and cost burdens imposed.

II. ECONOMIC IMPACT ON THE EVANSTON COMMUNITY

Northwestern University generated between \$145 and \$175 million in economic activity in Evanston in fiscal year 2004.⁴ Through the spending of the University and its faculty, staff, students, and visitors, the Northwestern community provides important income to many Evanston restaurants, retailers, landlords, and other businesses.

Table 3: Impact of Northwestern University on the Overall Evanston Economy, Fiscal Year 2004

	<i>Low</i>	<i>High</i>
Northwestern University		
Expenditures in Evanston businesses ^a	\$13,538,000	\$13,538,000
Direct payments to the City of Evanston ^b	4,877,000	4,877,000
Faculty, staff, students, and visitors		
Restaurant/entertainment expenditures	39,481,000	49,161,000
Other retail expenditures	42,816,000	52,744,000
Housing rent expenditures	38,074,000	46,533,000
Hotel expenditures	6,635,000	8,109,000
Total expenditures	\$145,421,000	\$174,962,000

Sources: Northwestern University; Direct Survey of Northwestern Students, Faculty, and Staff; BAE, 2005.

Note: Northwestern's fiscal year 2004 was September 1, 2003, through August 31, 2004.

^aNorthwestern purchases from Evanston businesses, excluding hotels and restaurants.

^bNorthwestern's payments to the City of Evanston are detailed in Section III — Table 9 on page 17, in particular.

University Spending

According to records from Northwestern's Office of the Controller, the University spent \$13.5 million with 390 Evanston businesses. The University purchased printing, copying, graphic design, catering, architectural, and construction services; construction and maintenance supplies; hotel stays; rent; books; travel services; flowers and plants; medical services; photo developing; signs; marketing services; and other supplies and services. Northwestern also contributed to a number of local nonprofit organizations.

In addition, Northwestern — along with its fraternities, sororities, and food contractors — made cash payments totaling \$4.9 million to the City of Evanston, as documented by the Office of the Controller.

Spending in Evanston Restaurants The University's students, faculty, staff, and visitors are a major source of support for Evanston restaurants, spending an estimated \$39.5 to \$49.2 million per year.

In response to BAE's survey, Northwestern students reported that they ate breakfast in Evanston an average of one to five times per month, ate lunch or got carryout four to nine times per month, ate dinner or got carryout four to ten times per month, and went out for drinks two to seven times per month. Adjusting for the number of weeks students are in Evanston each year and their average expenditures per meal yields expenditures of \$25.4 to \$31.1 million per year in Evanston restaurants.

Faculty and staff also frequented Evanston restaurants during the year. Their frequency of eating out or getting carryout from Evanston restaurants ranged from zero to four times per month for breakfast, one to nine times per month for lunch, one to seven times per month for dinner, and one to three times per month for drinks, depending on whether they lived in Evanston or elsewhere. Including expenditures for their families, Northwestern faculty and staff spent an estimated \$10.1 to \$12.4 million in Evanston restaurants in fiscal year 2004. This estimate is conservative, however, as it excludes spending by part-time employees who lived in Evanston and might have lived and

4. Northwestern's fiscal year 2004 was September 1, 2003, through August 31, 2004.

eaten out in Evanston anyway. In fact, some of the dollars these part-timers spend eating out would have been spent outside Evanston if they did not work at the University, and some of the part-time employees live in Evanston because of their affiliation with the University.

Visitors to the University from outside the region spent an estimated \$4.3 to \$5.2 million in Evanston restaurants in fiscal year 2004. Visitors to Northwestern conferences and events were in Evanston for an estimated 425,000 visitor-days. With an average expenditure of \$32 to \$38 per day for eating, drinking, and entertainment and estimating conservatively that 45 to 55 percent of expenditures were spent in Evanston, conference and event visitors spent \$3 to \$5.4 million in Evanston restaurants. (The average daily expenditure is based on the D. K. Shifflet & Associates Ltd. 2002 Illinois Travel Intelligence survey of Illinois visitors, adjusted for inflation.) To be conservative, Allen Center conference and course participants, summer camp students, and conference visitors staying in University housing, totaling 152,000 visitor-days, were assumed to eat at the University and spend no money in Evanston restaurants. Visitors to Northwestern students, faculty, and staff spent an additional \$599,000 to \$731,000 in Evanston restaurants, again estimating that 45 to 55 percent of their dollars were spent in Evanston. The number of such visitors is based on the direct surveys conducted for this study. This estimate is conservative because it includes restaurant spending by visitors who stayed in Evanston hotels but not by visitors who stayed with students or faculty or in hotels outside Evanston.

Table 4: Northwestern-Related Restaurant and Entertainment Expenditures in Evanston

	<i>Breakfast</i>	<i>Lunch</i>	<i>Dinner</i>	<i>Social eating, drinking</i>	<i>Total</i>
Undergraduate students					
Full-time	\$445,900	\$3,180,200	\$9,198,300	\$4,793,500	\$17,617,900
Part-time	3,800	29,300	75,100	84,900	193,100
Graduate students					
Full-time	515,200	2,117,100	4,909,700	1,984,400	9,526,400
Part-time	58,700	209,300	445,600	193,000	906,600
Faculty					
Full-time	304,000	1,124,000	1,985,000	693,000	4,106,000
Part-time ^a	10,800	218,500	218,500	133,100	580,900
Staff					
Full-time	324,500	2,959,000	2,062,500	1,017,500	6,363,500
Part-time ^a	31,900	68,200	60,500	37,400	198,000
Visitors	—	—	—	—	4,789,000
Total expenditures	\$1,694,800	\$9,905,600	\$23,744,200	\$8,936,800	\$44,281,400
Range of restaurant and entertainment expenditures (+/-10%)	\$39,481,000–49,161,000				

Sources: Direct Survey of Northwestern Students, Faculty, and Staff; D. K. Shifflet & Associates Ltd. 2002 Illinois Travel Intelligence, July 2002; BAE, 2005.

^aExcludes part-time faculty and staff living in Evanston, who would have frequented Evanston restaurants even if they were not employed by Northwestern.

Spending with Other Evanston Retailers Beyond the dollars they spent in local restaurants, Northwestern students, faculty, staff, and visitors spent an additional \$42.8 to \$52.7 million with other Evanston retailers in fiscal year 2004.

Full-time Northwestern undergraduates reported in the survey that they spend an average of \$260 to \$400 per month in addition to eating out, with 30 to 78 percent of those dollars being spent in Evanston, depending on where they lived. Full-time graduate students responded that they spend \$590 to \$930 per month on average, with 9 to 65 percent spent in Evanston, depending on whether they lived in or out of Evanston. Total sales are adjusted for full- and part-time students and those

living in and out of Evanston. Based on the survey results, Northwestern students spent \$26.8 to \$32.8 million with Evanston retailers in fiscal year 2004.

Faculty and staff spent \$14 to \$17.2 million with other Evanston retailers, based on their survey responses.

Northwestern visitors spent approximately \$1.9 to \$2.8 million with Evanston retailers, assuming that they spent 30 to 36 percent of their local retail dollars in Evanston. This calculation reflects an average retail expenditure of \$18 to \$24 per person per day, as documented by the D. K. Shifflet survey cited above and updated for inflation. Children and young adults attending summer sports camps were estimated to spend an average of \$4 to \$6 per day for retail goods (they have more limited resources and opportunities to shop). Participants in professional development courses lasting five or more days were estimated to spend an average of \$9 to \$11 per day.

In combination with restaurant sales, these sales represent 18 to 23 percent of all sales by Evanston businesses, based on comparison with total basic sales taxes collected in fiscal year 2004 by the City of Evanston.

Table 5: Northwestern-Related Expenditures with Other Evanston Retailers

	<i>Low</i>	<i>High</i>
Undergraduate students	\$11,328,000	\$13,845,000
Graduate students	15,503,000	18,948,000
Faculty	5,792,000	7,079,000
Staff	8,251,000	10,085,000
Visitors	1,942,000	2,787,000
Total expenditures	\$42,816,000	\$52,744,000

Sources: Direct Survey of Northwestern Students, Faculty, and Staff; D. K. Shifflet & Associates Ltd. 2002 Illinois Travel Intelligence, July 2002; BAE, 2005.

Housing Expenditures Rents paid by Northwestern students, faculty and staff for Evanston housing contributed \$38.1 to \$46.5 million to the local economy. Many Northwestern students live in Evanston and are part of the private housing market. Based on the survey results and records from the Office of the Registrar, 1,982 undergraduates and 2,850 graduate students lived off-campus in Evanston in fiscal year 2004. With an average monthly rent of \$641 for undergraduates and \$736 for graduate students, Northwestern students represented an annual influx of \$32.4 to \$39.6 million for the city's rental housing market. The survey results were adjusted for students living together. Rent reported by students living with a member of the Northwestern faculty or staff was excluded to avoid double counting.

University faculty and staff are another major component of the city's housing market. Thirty percent of the full-time faculty and 17.2 percent of the full-time staff lived in Evanston in 2004. Of these Evanston residents, 17 percent of full-time faculty members and 38 percent of full-time staff rented their homes. Their rents injected an additional \$5.7 to \$6.9 million into the local housing market.

Table 6: Northwestern-Related Housing Rent Expenditures

	<i>Living in Evanston</i>	<i>Low</i>	<i>High</i>
Full-time undergraduate students	1,982	\$10,769,000	\$13,162,000
Full-time graduate students	2,850	21,620,000	26,424,000
Full-time faculty	843	2,397,000	2,929,000
Full-time staff	831	3,288,000	4,018,000
Total	6,506	\$38,074,000	\$46,533,000

Sources: Office of the Registrar, Northwestern University; Direct Survey of Northwestern Students, Faculty, and Staff; BAE, 2005.

Note: Part-time students and part-time employees were excluded on the basis that they may live in Evanston for reasons unrelated to the University.

Spending with Evanston Hotels The University’s many visitors spent an estimated 28,300 room-nights in Evanston hotels and bed and breakfast establishments. Appendix Table A-1 on pages 32–45 details visitation to the many conferences, events, and meetings associated with Northwestern. Visitors drawn by University conferences and events spent \$3.2 to \$3.9 million in fiscal year 2004, based on an average room rate of \$112 to \$137 per night. The average room rate was determined through review of published rates for Evanston’s leading hotels. Family and friends visiting Northwestern students, faculty, and staff spent an additional \$3.4 to \$4.2 million in Evanston hotels and bed and breakfasts. Students, faculty, and staff were asked in the surveys to estimate the number of annual visitors and the number of nights they spent in Evanston hotels.

Table 7: Northwestern-Related Expenditures in Evanston Hotels

<i>Visitors to</i>	<i>Room-nights</i>	<i>Low</i>	<i>High</i>
University conferences and events	28,315	\$3,188,000	\$3,896,000
Undergraduate students	16,800	1,512,000	1,848,000
Graduate students	14,200	1,278,000	1,562,000
Faculty	3,900	351,000	429,000
Staff	3,400	306,000	374,000
Total	66,615	\$6,635,000	\$8,109,000

Sources: Direct Survey of Northwestern Students, Faculty, and Staff; Northwestern University; BAE, 2005.

Evanston Businesses Attracted by the University

Northwestern, along with the City of Evanston, helped to create Evanston Inventure and the Northwestern University/Evanston Research Park. The University contributed seven acres of land to the 22-acre development as well as roughly \$4 million in operating funds. From its founding in 1986, the Research Park attracted and supported the growth of many businesses. At one point, the Research Park had approximately 400,000 square feet of technology space with roughly 25 non-incubator tenants and more than 700 employees. Most of these businesses were attracted to Evanston by the intellectual capital of Northwestern University, the educated labor force, access to the University’s high-speed telecommunications network, and access to Northwestern’s faculty and researchers.

In 1997 the Research Park took a new direction, with its southern end being redirected for use as a mixed-use urban entertainment center. Northwestern agreed to swap more than two acres of its land in the Research Park, making possible this major revitalization initiative. The City signed a redevelopment agreement with Arthur Hill & Co. in 1998 to construct Church Street Plaza, a movie theater/restaurant/retail complex. The movie theaters alone have attracted more than 1 million customers to Evanston each year since their opening in November 2001.

The Technology Innovation Center has been dedicated to early-stage business growth in technology sectors for more than 17 years and has served more than 250 startup companies. Established in 1986 by Northwestern University and the City of Evanston, the TIC is one of the oldest, largest, and best-known technology incubators in the United States. In 2002 current and former TIC companies had 939 full-time employees and earned a combined total of \$198 million in annual income. Taken in aggregate, TIC tenants and graduate companies constitute the largest for-profit employer in Evanston.

Northwestern University has provided both direct and indirect investments in TIC. As part of its original partnership in the Northwestern University/Evanston Research Park, the University participated in annual support of TIC activities from TIC’s inception in 1986 until approximately 2000. During this time the University also contributed the use of space at one of its buildings adjacent to the Research Park, at an approximate value of \$100,000 annually. The University also provided certain ancillary services to TIC tenants to facilitate their development. Finally, the University contributed

\$75,000 annually for three years after Research Park support was ended (2001–03) to help the TIC “graduate” to full self-sufficiency. The TIC has moved its operations to new facilities in Evanston, and its use of University facilities has ended.

University Construction Activity

In fiscal year 2004 Northwestern invested \$44.7 million in new construction projects on the Evanston campus. Though construction activity varies from year to year, the University spent an average of \$56 million per year from fiscal year 2000 through 2004 as follows:

2000	\$30,433,989
2001	54,679,712
2002	100,134,870
2003	50,193,828
2004	44,706,896

Recent construction projects include Anderson Hall/Burton Academic Advising Center, the Center for Nanofabrication and Molecular Self-Assembly, Crowe Hall, the Ford Motor Company Engineering Design Center, the McCormick Tribune Center, the Arthur and Gladys Pancoe–Evanston Northwestern Healthcare Life Sciences Pavilion, and Benjamin W. Slivka Hall. In 2004 alone the University paid \$457,203 in building permit fees. Northwestern’s future Capital Improvements Program for fiscal years 2005 through 2008 projects approximately \$186 million in new development, continuing the high level of investment of recent years.

Evanston Jobs Supported by University-Related Expenditures

The expenditures of the University and its students, faculty, staff, and visitors support jobs in all sectors of the Evanston economy. As shown in Table 8, a total of 1,451 to 1,779 Evanston jobs (full-time equivalents) outside the University are supported wholly by annual Northwestern-related expenditures. These are direct jobs in the establishments where the expenditures are made. They do not include any spin-off jobs in other Evanston businesses that supply goods and services to these establishments.

Table 8: Evanston Community Jobs Supported by Northwestern-Related Spending

	<i>Expenditures</i>		<i>Sales per job^a</i>	<i>University-supported jobs^a</i>	
	<i>Low</i>	<i>High</i>		<i>Low</i>	<i>High</i>
Northwestern University					
Evanston businesses ^b	\$13,538,000	\$13,538,000	\$250,000	54	54
City government	4,611,000	4,611,000	157,000	31	31
Faculty, staff, students, and visitors					
Restaurants	39,481,000	49,161,000	44,000	897	1,117
Retail	42,816,000	52,744,000	218,000	196	242
Housing	38,074,000	46,533,000	201,000	189	232
Hotel	6,635,000	8,109,000	79,000	84	103
Total	\$145,155,000	\$174,696,000	—	1,451	1,779

Sources: Northwestern University; Direct Survey of Northwestern Students, Faculty, and Staff; 1997 Economic Census; BAE, 2005.

^aIncludes only direct jobs in businesses making sales to University-related individuals. Does not include any spin-off jobs created by the economic multiplier effect. The derivation of these factors is shown in Appendix Table A-2 on page 46.

^bExcludes University payments to hotels and restaurants to avoid double counting.

III. FISCAL IMPACT ON THE CITY OF EVANSTON

Though exempt from local property taxes, Northwestern University generates an estimated \$8 to \$8.5 million in annual revenues for the City of Evanston (see Table 9 on page 17) — revenues that more than offset direct costs to the City generated by Northwestern’s presence.

This section analyzes the extent of Northwestern’s land holdings in Evanston, the City tax revenues generated by the University, and the associated City costs attributable to Northwestern’s presence.

The extensive University-related spending documented in Section II generates significant sales tax revenues. The University and its students, faculty, staff, and visitors are subject to several fees, including parking permits, rooming house license fees, athletic event taxes, gas taxes, and electricity taxes (some of which are fees for services). Within the campus the University is responsible for most services typically provided by a municipality. However, the University’s presence does generate costs for the City, including those for fire protection, ambulance service, parking enforcement, inspections, the public library, parks, recreation, and street maintenance.

University Land Holdings

Unlike many urban colleges and universities that have acquired additional land to expand their campuses, Northwestern has been a net land seller over the last 30 years. A 1976 Board of Trustees policy authorized “a program of orderly divestiture, at a prudent pace, of all commercial real estate owned by the University” if not utilized for educational purposes. Though authorized by the State of Illinois to own 2,000 acres, Northwestern grew to only 680 acres by 1867. Five hundred acres were sold by 1951. Currently the University owns only 242.8 acres, including 84 acres built on fill in the lakefront — roughly 4.9 percent of all land in Evanston. Following is the list of University-owned properties sold for private development in the years 1972 through 2001.

1972	1511–21 Sherman	1979	1501 Hinman 1811 and 1815 Benson 714 Milburn 2308 Hartzell 2039 Orrington	1987	2233 Orrington 200 Burnham 1012–18 Church
1973	708 Church 816–82 Noyes			1988	1727–35 Benson 621–35 Davis/1623–27 Orrington 1911 Ridge
1974	2510 Prospect 204 Lake 222 Lake 1740 Orrington 1717 Sherman 710 Clark	1980	1729–45 Sherman 1935 Sherman 726–28 Clark 901 Colfax	1989	1600 Hinman 2730–66 Hampton
1975	1811–23 Benson 618, 622, and 630 Davis 1520 Lyons 1900, 1906, 1910, 1912, and 1920 Sherman	1982	2241 and 2246–2316 Noyes Court	1993	2211 Sherman
1976	1557–61 Sherman 617–25 Grove 1549–55 Sherman	1983	2520 Sheridan Carlson Building/Library Building 210 Main 810 Michigan	1994	1516 Hinman
1977	1122 Hinman 2023 Orrington	1984	1830 Sherman	1995	2532 Asbury 518–30 Davis
1978	1910 Orrington 2530 Ridge 2246 Orrington	1985	1570 Oak 155–57 Ridge	1997	629 Foster
		1986	2243 Orrington 718 Noyes	1999	911 Church
				2000	1850 Maple Church Street Plaza Parcel 6
				2001	810 Church

As a partner in the Northwestern University/Evanston Research Park, the University made available seven acres of its land and a building. In the mid-1990s land was sold for construction of the Ivy Court Townhomes, a condominium development at Maple Avenue and Emerson Street. When the City sought to develop Church Street Plaza, a movie theater and retail complex, to help revitalize downtown, Northwestern agreed to a land exchange of more than two acres in the Research Park. In addition to generating property taxes, this new development generates significant new sales tax revenues. The movie theaters attract more than 1 million customers annually.

In November 2004 the University purchased the 1800 Sherman Avenue office building.⁵ The University is making three voluntary contributions of \$350,000 annually to the City of Evanston, \$175,000 per year to School District 65, and \$175,000 per year to School District 202, for a total of \$2.1 million. These payments are approximately equal to the amount of real estate taxes that the City and the school districts would have received in these years had the property not been purchased by Northwestern. Roughly 60 percent of the building continues to be leased to commercial tenants; that portion of 1800 Sherman will continue to generate leasehold taxes.

Properties sold by Northwestern and put into private use through the years generated \$4.3 million in annual property taxes to the City of Evanston in 1999 (as documented in Appendix Table A-3 on pages 47–49), a number that has increased an estimated 5 percent annually since that time.

City Revenues Generated by the University's Presence in Evanston

City of Evanston revenues generated by Northwestern include both taxes and fees paid directly by the University and those paid by students, faculty, staff, and visitors in Evanston as a result of Northwestern's presence. As shown in Table 9, Northwestern generated \$8 to \$8.5 million in revenues for the City of Evanston in fiscal year 2004.

Direct Payments from Northwestern In fiscal year 2004 Northwestern University paid \$4.6 million in direct fees and taxes, including \$1.9 million in water and sewer fees, according to financial records maintained by the University's Office of the Controller. The University also paid \$221,141 in City property taxes as part of its rent for leased office space. The University's fraternities and sororities and food contractor paid an additional \$41,184 in license and permit fees. Thus, the University was responsible for \$4.9 million in direct cash payments to the City of Evanston in fiscal year 2004, including payments by its fraternities, sororities, and food contractor.

Northwestern pays taxes and fees levied exclusively on University activities, such as the athletic-event tax that applies only to Northwestern football and basketball. Fees charged by the City of Evanston on parking permits issued to Northwestern faculty, staff, and students generate more than \$650,000 annually. Thus, the University pays a fee for every parking permit and for many tickets sold to athletic events. Though the athletic-event tax is passed on to the individuals attending the event, there would have been no such revenues without Northwestern football or basketball.

Every residence hall and fraternity/sorority house is subject to inspection and rooming house license fees. When constructing new buildings, the University is subject to building permit fees; in 2004 its fees exceeded \$457,000. Its consumption of electricity and natural gas generates utility tax revenues to the City. In addition, the University paid \$97,000 in 2004 for easements to run telecommunication lines in City streets, according to the Office of the Controller.

In fiscal year 2004 the University leased 70,683 square feet of office space in private Evanston office buildings — buildings that are subject to local property taxes. Of the rent paid by Northwestern, \$221,141 went to Evanston property taxes, according to review of the individual leases by the University's Office of Budget Planning.

5. As this report went to press in April 2006, the University purchased a house adjacent to campus to be used for transitional housing for faculty or senior staff.

Table 9: City of Evanston Revenues Attributable to Northwestern, Fiscal Year 2004

	<i>Low</i>	<i>High</i>
Direct payments from Northwestern		
Water and sewer fees	\$1,932,707	\$1,932,707
Parking tax	657,332	657,332
Building and related permits	531,380	531,380
Athletic event tax	522,887	522,887
Electricity tax	348,590	348,590
Gas tax	293,600	293,600
Various license fees (including housing inspection fees)	127,318	127,318
Easements	97,104	97,104
Liquor tax	33,555	33,555
Police coverage	22,579	22,579
Miscellaneous payments	22,554	22,554
Salt payments	10,365	10,365
Elevator and health inspections	9,872	9,872
Parking permits	1,394	1,394
Parking violations	215	215
Total	4,611,452	4,611,452
Property tax portion of office rent	221,141	221,141
Total payments from Northwestern	4,832,593	4,832,593
Other payments		
Housing inspection and health permit fees paid by fraternities and sororities	31,874	31,874
Health permit fees paid by food contractor	7,110	7,110
Business license fees paid by food contractor	5,200	5,200
Total	44,184	44,184
Total direct payments generated by Northwestern	4,876,777	4,876,777
Sales taxes		
Spending by Northwestern students, employees, and visitors	1,226,000	1,522,000
Norris Center Bookstore sales taxes	20,190	20,190
Athletics, Henry Crown Sports Pavilion and Norris Aquatics Center Pro Shop, Mary and Leigh Block Museum of Art, and Center for Public Safety	3,055	3,055
Hotel taxes	895,000	1,094,000
Total taxes	2,144,245	2,639,245
State and federal per-capita grants^a	939,000	939,000
Total indirect payments generated by Northwestern	3,083,245	3,578,245
Total City of Evanston revenues attributable to Northwestern	\$7,960,022	\$8,455,022

Sources: Northwestern University Office of the Controller; Northwestern University Student Affairs; Northwestern University Office of Budget Planning; individual leases; Direct Survey of Northwestern Students, Faculty, and Staff; D. K. Shifflet & Associates Ltd. 2002 Illinois Travel Intelligence, July 2002; survey of University departments; local hotel web sites; City of Evanston Budget; State of Illinois web site; BAE, 2005.

Note: The City of Evanston's fiscal year 2004 was March 1, 2003, through February 29, 2004.

^a9,996 full-time Northwestern students living in Evanston and part-time students living on campus in 2000 (U.S. Census) times per-capita funding from the Illinois library grant, use tax, income tax, and motor fuel tax and the federal Community Development Block Grant.

Revenues from the Northwestern Community Indirect tax revenues generated from the Northwestern community include sales taxes, hotel taxes, and intergovernmental transfers from the state and federal governments.

Sales Taxes

Primary among the City revenues generated indirectly by the University's presence are the \$1.2 to \$1.5 million in sales taxes on retail sales to Northwestern students, faculty, staff, and visitors. The City levies a 1.75-percent tax on sales of all retail goods except food and pharmaceuticals. This estimate is based on the retail sales documented in Section I and the calculation that 30 percent of student and employee purchases were for tax-exempt food and drugs.⁶

Table 10: City of Evanston Sales Tax Revenues Attributable to Northwestern University, Fiscal Year 2004

	Taxable retail sales		Tax rate	Sales tax revenues	
	Low	High		Low	High
Students					
Restaurant	\$25,420,000	\$31,068,000	1.75%	\$445,000	\$544,000
Other retail ^a	18,782,000	22,956,000	1.75%	329,000	402,000
Faculty					
Restaurant	10,124,000	12,373,000	1.75%	177,000	217,000
Other retail ^a	9,830,000	12,014,000	1.75%	172,000	210,000
Visitors					
Restaurant	3,938,000	5,719,000	1.75%	69,000	100,000
Other retail ^a	1,942,000	2,787,000	1.75%	34,000	49,000
Total	\$70,036,000	\$86,917,000		\$1,226,000	\$1,522,000

Sources: Northwestern University; Direct Survey of Northwestern Students, Faculty, and Staff; BAE, 2005.

^a30 percent of other retail sales are assumed to be for tax-exempt food and drugs.

The University also generated \$20,190 in Evanston sales taxes paid by the Norris Center Bookstore and \$3,055 from the Athletic Department, the Henry Crown Sports Pavilion and Norris Aquatics Center Pro Shop, Mary and Leigh Block Museum of Art, and Center for Public Safety.

Hotel Taxes

Many of the University's 195,000 annual visitors from outside the Chicago region stay in Evanston hotels. Northwestern hosted almost 200 conferences, seminars, and meetings in fiscal year 2004. Many other visitors came from out of town to attend football games and other athletic events, to tour the campus before applying for admission, and to visit their children or friends. All told, Northwestern's presence generated an estimated \$6.6 to \$8.1 million in revenues for Evanston hotels and bed and breakfast establishments and \$900,000 to \$1.1 million in tax revenues for the City of Evanston.

6. The U.S. Bureau of Labor Statistics' 1999 Consumer Expenditure Survey showed that single-person households spent 7.7 percent of their income on food at home and 1.2 percent on drugs. Excluding expenditures for housing, transportation, health care, education, insurance, and cash contributions, 30.7 percent of their income went to expenditures for food, drugs, eating out, entertainment, apparel, and other miscellaneous expenditures. Thus, 29 percent of their retail expenditures were for nontaxable food and drugs. While off-campus students may spend a higher percentage of their income for food than do other single-person households, on-campus students have minimal food expenditures. Therefore, 30 percent of retail expenditures going for nontaxable food and drugs is a conservative assumption for Northwestern students. For husband-and-wife households, the survey shows that 27.9 percent of their retail expenditures go for nontaxable food and drugs.

Table 11: City of Evanston Hotel Tax Revenues Attributable to Northwestern, Fiscal Year 2004

	<i>Hotel expenditures</i>		<i>Tax rate</i>	<i>Hotel tax revenues</i>	
	<i>Low</i>	<i>High</i>		<i>Low</i>	<i>High</i>
Visitors to					
University conferences and events	\$3,188,000	\$3,896,000	13.5%	\$430,000	\$526,000
Undergraduate students	1,512,000	1,848,000	13.5%	204,000	249,000
Graduate students	1,278,000	1,562,000	13.5%	173,000	211,000
Faculty	351,000	429,000	13.5%	47,000	58,000
Staff	306,000	374,000	13.5%	41,000	50,000
Total	\$6,635,000	\$8,109,000	13.5%	\$895,000	\$1,094,000

Sources: Direct Survey of Northwestern Students, Faculty, and Staff; Northwestern University; BAE, 2005.

Parking and Traffic Tickets

Parking tickets are another significant revenue source. Northwestern University Police issued 663 tickets for moving violations, with an average fine of \$75, as well as 408 parking violations in fiscal year 2004. However, as there is no way of determining what portion of that face value was actually paid, this report excludes consideration of parking ticket revenues and expenses.

Intergovernmental Transfers

An additional \$939,000 comes to Evanston in per-capita grants from the state and federal governments because Northwestern students are counted in the Evanston population. Several grant programs are allocated on the basis of population counts, including the state's library grants, use taxes, income taxes, and motor fuel fund and the federal Community Development Block Grant. According to the 2000 U.S. Census, Northwestern had 9,996 full-time and part-time students living in Evanston. Since these students are counted as Evanston residents, the City is able to collect \$939,000 annually in additional state and federal transfer payments.

Services Provided by the University

Northwestern operates as a largely self-sufficient campus, providing most municipal services itself, thereby relieving the City of those expenses. Some of the campus services actually generate income for the City or reduce City costs.

University Police The Northwestern University Police spent \$5.3 million in fiscal year 2004. University Police patrols the campus, the Research Park, and neighborhoods near campus, including downtown Evanston. Under a Mutual Aid Agreement with the Evanston Police Department, University Police enforces City parking and traffic regulations on campus and in areas near campus. From September 2003 through August 2004 the Northwestern police issued 663 moving violations, made 30 arrests for driving under the influence, made 128 additional off-campus arrests, issued 408 parking tickets on behalf of the City, assisted Evanston police 222 times on other incidents, and had 26 illegally parked cars towed from city alleys east of Sherman Avenue. When Evanston police assist in traffic management associated with football games and other athletic events, the University reimburses the City for the cost of those services (\$22,578 in fiscal year 2004).

Infrastructure Maintenance In fiscal year 2004 the University paid \$1.9 million in water and sewer fees to the City. Northwestern pays standard water rates, which are set to recover the City's costs for treatment and maintenance of the plant and distribution system. In Northwestern's case, the cost for the City to provide this service is much lower than for the typical water customer because the University maintains all of the water distribution and sewer lines on campus. Accordingly, the City did not have to bear the University's \$88,192 cost for campus water and sewer line maintenance in fiscal year 2004.

Along with being responsible for snow removal, the University spent \$42,076 to maintain streets and sidewalks within the campus. Northwestern is also responsible for solid waste collection on campus, paying \$844,858 in fiscal year 2004. The City, therefore, bears no costs for maintaining on-campus infrastructure.

Commuter Parking Northwestern provides land near Ryan Field free of charge to the City for 100 parking spaces for commuter parking at the Central Street train station. In 2004 the City charged commuters \$16 per space per month, generating roughly \$19,000 in annual revenue. The University's facility managers estimate that if the City were not using those spaces, the University could lease them for \$45,000 annually to Evanston Hospital.

Public Schools Northwestern is an active supporter of the Evanston public schools.

The Lighthouse Partnership was initiated in April 2000 with District 65 to enhance science and mathematics education and the bilingual education program. Northwestern's contributions exceeded \$300,000 for the program.

Project EXCITE — a joint program started in January 2001 by the Center for Talent Development in Northwestern's School of Education and Social Policy, District 65, and Evanston Township High School — addresses the minority student learning gap by focusing more on intellectual capability than on socioeconomic factors. Project EXCITE targets development of elementary-aged minority children's math and science skills, follows students from the third grade through the ninth grade, and prepares them for higher-track math and science classes in high school. The goal is to ensure that minority students have appropriate representation in the higher-track math and science classes. Northwestern has contributed more than \$500,000 to the program and provided faculty assistance to support the program, which serves nearly 90 students.

In fiscal year 2004 Northwestern funded \$177,500 in undergraduate financial aid scholarships for ETHS students and \$10,300 in summer employment for at-risk ETHS students. In addition, ETHS students are allowed to take classes at Northwestern, with permission.

The direct survey suggests that many Northwestern students, faculty, and staff members volunteer in the Evanston public schools, contributing 55,000 to 67,000 hours annually. The America Reads program placed roughly 155 Northwestern students in 10 local schools for a total of 18,850 hours of community service to the schools.

Nonprofit Organizations Nonprofit organizations throughout the city benefit from Northwestern contributions, which totaled \$202,000 in fiscal year 2004. In addition, volunteers from the Northwestern community provided 164,000 to 201,000 hours of service to local nonprofit organizations, based on the survey results. A recent tabulation identified more than 1,200 students who had volunteered in the community, contributing almost 15,000 hours to Evanston organizations. Fourteen of the fraternities and sororities on campus reported 7,784 hours of community service and donations of 1,930 pounds of food. The Dance Marathon provided 7.5 percent of its gross proceeds, or almost \$30,000, to the Evanston Community Foundation.

Public Service Many members of the Northwestern faculty and staff serve on the boards of the City of Evanston and/or nonprofit organizations. Their contributions of time and knowledge directly enhance City operations and the quality of life in Evanston. Following is a list of some of the boards on which Northwestern employees serve:

Chicago's North Shore Convention and Visitors Bureau	Evanston Historical Society	Leadership Evanston
Childcare Center of Evanston	Evanston Inventure	McGaw YMCA
City/Northwestern Residential Relations Board	Evanston Public Library	Orrington PTA
District 65 Foundation	Evanston Technology Foundation	PEER Services
Evanston Arts Council	Evanston United Way	Police Advisory Board
Evanston Chamber of Commerce	Family Focus	Rotary Club of Evanston
Evanston Commission on Aging	First Night Evanston	Swedish Retirement Foundation
Evanston Community Foundation	Friends of the Evanston Library	Technology Innovation Center
	Infant Welfare Society of Evanston	Youth Organization Umbrella
	Justin Wynn Memorial Fund	

Recreation, Open Space, and Cultural Amenities Many Evanstonians use Northwestern's lakefront park for walking, jogging, bicycling, and recreation. Others take advantage of Northwestern's library, which is open to the public. Northwestern's cultural activities are open to the public, providing Evanston residents with access to School of Music events and ensembles, lectures, and other performances. Theater rentals to such groups as Chicago Chamber Players, Symphony II, and the Northshore Band allow Evanston residents to attend performances near home. In addition, the University rebuilt Oldberg Park in 1993 at a cost of \$91,000, according to data from the Northwestern Office of Facilities Management. Annual maintenance expenditures by the University total \$6,700.

Costs Imposed on the City of Evanston by the University's Presence

Though the University provides almost all of its own services, its presence does impose some costs on the City of Evanston, estimated at \$4 to \$5.1 million for fiscal year 2004. The City provides water to and collects and treats sewage from the University. Evanston's Fire and Life-Safety Services provides fire protection and ambulance services. The City inspects University housing and food outlets for safety and sanitation, while building inspectors monitor construction of University buildings. Rooming house, food license, and building permit fees documented above more than cover the cost of those inspections.

Table 12: City of Evanston Costs Attributable to Northwestern University, Fiscal Year 2004

	<i>Low</i>	<i>High</i>
Water and sewer service	\$1,612,800	\$1,971,300
Street and sidewalk maintenance	760,600	929,600
Fire protection and ambulance service	541,000	818,600
Recreation (parks, beaches, and other recreation facilities) ^a	581,500	710,700
Library ^b	209,400	256,000
Building inspections	184,000	224,800
Food service inspections	68,600	83,800
Housing code inspections	61,800	75,600
Total City of Evanston costs attributable to Northwestern University	\$4,019,700	\$5,070,400

Sources: City of Evanston Budget; U.S. Census; Northwestern University; City of Evanston Code; Northwestern Director of Risk Management and Safety; Direct Survey of Northwestern Students, Faculty, and Staff; Northwestern University Office of the Controller; Northwestern University Inventory of Facilities; Evanston Director of Community Development; BAE, 2005.

^aCosts attributable to on-campus students.

^bCosts attributable to on-campus students and students, faculty, and staff living outside of Evanston.

Water and Sewer Service Northwestern buys water and sewer services from the City of Evanston, paying the same fees per cubic foot as other Evanston businesses. Evanston pumped 17 billion gallons of water to Evanston, Skokie, and other communities in the Northwest Water Commission in fiscal year 2004, of which Northwestern purchased 317 million gallons or 1.9 percent. Applying the average cost per million gallons to Northwestern usage indicates a total cost of \$248,900 to \$304,300, as shown in Table 13.

Evanston charges for sewage treatment based on water consumption. Its fiscal year 2004 expenditures for sewer services totaled \$15.2 million, including capital expenses, debt service, and overhead for City administration. Based on the estimated total water consumption within the City of Evanston alone and Northwestern's 10 percent share of that consumption, sewer service expenses attributable to Northwestern totaled \$1.4 to \$1.7 million. Northwestern paid \$1.9 million in water and sewer fees.

Table 13: Water and Sewer Service Expenses Attributable to Northwestern, Fiscal Year 2004

Water expenses		
Annual water operating expenses		\$7,177,900
Annual debt service, capital outlay		1,195,300
Transfers to reserves		2,384,300
Transfers to general fund		145,800
Transfers to general fund – ROI		2,386,000
Less earnings		(170,500)
Annual water fund expenses		13,118,800
City administrative costs ^a		1,705,444
Net City cost		14,824,244
Millions of gallons processed	17,000	
Average cost per million gallons	\$872.01	
Northwestern water usage in millions of cubic feet	42.40	
Conversion factor from cubic feet to gallons	7.481	
In millions of gallons	317.19	
Percent of Evanston water attributable to Northwestern	1.9%	
Range of water expenses attributable to Northwestern (+/-10%)		\$248,900–304,300
Sewer expenses		
Annual sewer operating expenses		\$1,834,200
Annual capital expenses		720,300
Debt service		11,039,600
Less earnings		(150,700)
Annual sewer fund expenses		13,443,400
City administrative costs ^a		1,767,233
Net City cost		15,210,633
Water sold to Evanston customers		
In millions of cubic feet	425.56	
In millions of gallons	3,183.61	
Average cost per million gallons of water	\$4,777.79	
Northwestern water usage in millions of cubic feet	42.40	
Conversion factor from cubic feet to gallons	7.481	
In millions of gallons	317.19	
Percent of sewer usage attributable to Northwestern	10%	
Range of sewer service expenses attributable to Northwestern (+/-10%)		\$1,363,900–1,667,000
Total range of water and sewer service expenses attributable to Northwestern		\$1,612,800–1,971,300
Water and sewer fees paid by Northwestern		\$1,932,707
Total net revenues/(costs) to the City of Evanston attributable to Northwestern		\$(38,593)–319,907

Sources: City of Evanston Budget, BAE, 2005.

^aIncludes a 13-percent factor to account for City administrative overhead.

Street and Sidewalk Maintenance Evanston streets and sidewalks are used by residents, employees, visitors, and a large pass-through population commuting from North Shore jurisdictions. Though Northwestern students are much less likely to own and operate cars daily than are other Evanston residents and employees, this analysis attributes street and sidewalk maintenance costs to Northwestern according to the total number of students, faculty, and staff based on the Evanston campus; those on the Chicago campus who live in Evanston as a share of the total number of Evanston residents; and nonresident Northwestern students and employees. Due to the exclusion of pass-through traffic and Evanston employees not associated with Northwestern, this estimate overstates the University's impact.

The City of Evanston spent \$3.6 million on street and sidewalk maintenance in fiscal year 2004, including overhead for the Public Works Department and the City. Of that total, \$760,600 to \$929,600 in street and sidewalk maintenance costs could be attributed to Northwestern.

Table 14: Street and Sidewalk Maintenance Expenses Attributable to Northwestern, Fiscal Year 2004

Street and sidewalk maintenance	
Total budget	\$2,848,364
Streets and Sanitation administrative costs	182,000
Public Works administrative costs	111,950
City administrative costs ^a	408,501
Net City cost	3,550,815
Evanston population ^b	74,239
Students, faculty, and staff living on or traveling to Northwestern's Evanston campus	
Resident students	10,500
Nonresident students	2,483
Resident faculty and staff	1,746
Nonresident faculty and staff	3,431
Total	18,160
Evanston residents traveling to Northwestern's Chicago campus	
Students	417
Faculty and staff	522
Total	939
Evanston population plus nonresidents attributable to Northwestern	80,153
Total attributable to Northwestern	19,099
Percent of total attributable to Northwestern	23.8%
Street and sidewalk maintenance budget attributable to Northwestern	\$845,100
Range of street and sidewalk maintenance expenses attributable to Northwestern (+/-10%)	\$760,600–929,600

Sources: City of Evanston Budget; Direct Survey of Northwestern Students, Faculty, and Staff; BAE, 2005.

^aIncludes a 13-percent factor to account for City administrative overhead.

^bIncludes resident students, faculty, and staff.

Fire Protection and Ambulance Services The University relies on Evanston's Fire and Life-Safety Services for fire protection and ambulance service. During fiscal year 2004 Fire and Life-Safety Services responded to roughly 540 calls on Northwestern's campus. Those calls represented roughly 9 percent of all fire calls and 4 percent of all ambulance calls received by the department.

Evanston's fire chief and Northwestern's director of risk management and safety have reviewed the fire protection and ambulance costs attributable to the University. They used hourly rates established by the Circuit Court and the City for fire and ambulance apparatus and crews. Codified in Ordinance 122-0-96, these rates include \$350 per hour for an engine pumper, a truck, or an ambulance and \$250 per hour for a shift supervisor and command van. A typical fire call was determined to involve two engines, one truck, and one command van for an average of one hour. To these costs must be added personnel costs: 10 suppression personnel are required for each run, at an hourly cost of \$750 or \$75 per person. Thus, a typical fire call costs \$2,050 per hour. During fiscal year 2004, Fire and Life-Safety Services answered 334 calls to the campus for fire alarms (including 17 false alarms). This fire protection service represents an annual cost of \$684,700.

Ambulance calls numbered 206 in fiscal year 2004. Evanston policy requires that a fire engine respond to each ambulance call to provide assistance to the ambulance crew and provide paramedic treatment before the ambulance arrives. Thus, each call involves one ambulance, one fire truck, and five suppression personnel at an average cost of \$1,075 per call. Ambulance service to the University costs an estimated \$221,500 per year. All Northwestern students are required to have health insurance, and almost all faculty and staff also have insurance. That insurance reimburses the City \$400 to \$450 for the ambulance fee; however, the reimbursement does not cover the cost of dispatching additional fire suppression personnel and a fire engine to each ambulance call, an incremental cost of \$650 per call. For the 206 ambulance calls in fiscal year 2004, the unreimbursed cost to the City is estimated at \$133,900.

Table 15: Cost of Fire Protection and Ambulance Services Provided to Northwestern, Fiscal Year 2004

Equipment and personnel	Cost per call ^a	Number required	Fire		Ambulance	
			Cost	Number required	Cost	Number required
Ambulance	\$350	0	—	1	\$350	1
Fire engine pumper	350	2	\$700	1	350	1
Fire truck	350	1	350	0	—	0
Command van	175	1	175	0	—	0
Shift supervisor	75	1	75	0	—	0
Personnel	75	10	750	5	375	5
Less medical insurance reimbursement						(425)
Total cost per call			2,050		650	
Total calls			334		206	
Total annual cost			\$684,700		\$133,900	
Fire protection and ambulance service costs attributable to Northwestern						\$818,600

Source: City of Evanston Code; Northwestern University Director of Risk Management and Safety; BAE, 2005.

^aHourly rate set by the City of Evanston and the Circuit Court.

An alternative approach to allocating the cost of fire protection and ambulance service is to attribute costs based on the University's benefit of protection as evidenced by its share of Evanston's land mass. Northwestern owns and occupies 243 acres of land in the city, or 4.9 percent of total city acreage. The Fire and Life-Safety Services budget in fiscal year 2004 was \$9.8 million after netting out reimbursement for ambulance calls. Based on this approach, Northwestern's share would be \$541,000.

Fire and Life-Saving Services budget		\$10,201,568
Less departmental revenues		(430,100)
City administrative costs ^a		1,270,291
Net City cost		11,041,759
Total Evanston acreage	4,957	
Northwestern's acreage	243	
Northwestern's percent of Evanston acreage	4.9%	
Fire protection and ambulance services expenses attributable to Northwestern		\$541,000

Sources: City of Evanston Budget; BAE, 2005.

^aIncludes a 13-percent factor to account for City administrative overhead.

Library, Beaches, Parks, and Recreation Facilities Northwestern students report occasional use of the Evanston Public Library, beaches, and recreation facilities. The survey of the Northwestern community revealed the following rates of average use per year:

Average Number of Times Used per Year	<i>On-campus and nonresident students and employees</i>	<i>Off-campus students and employees living in Evanston</i>
Public library	39,300	51,600
Beaches and parks	125,200	180,300
Other recreation facilities	21,600	30,400

On-campus students and nonresident students pay no property taxes to cover the cost of these facilities. Faculty, staff, and students living off campus pay property taxes either directly or as a part of their rent and are therefore not included in this estimate.

With 675,352 persons entering the main library, the Evanston Public Library spent an average of \$5.92 per patron in fiscal year 2004, based on data from the City of Evanston budget and including City administrative overhead. The 39,300 times that on-campus and nonresident students and employees reported using the library during the year imposed a total cost of \$209,400 to \$256,000. Due to the presence on campus of a 4.4 million-volume academic library devoted to serving this population, this estimate likely overstates the University's impact.

Public library		
Total budget		\$3,965,586
City administrative costs ^a		515,526
Less library revenues		(481,536)
Net City cost		3,999,576
Number of users visiting the main library	675,352	
Average cost per user	\$5.92	
Number of times Northwestern students, faculty, and staff visited the library	39,300	
Northwestern percentage of library users	5.8%	
Library costs attributable to Northwestern		\$232,700
Range of public library expenses attributable to Northwestern (+/-10%)		\$209,400–256,000

Sources: City of Evanston Budget; Direct Survey of Northwestern Students, Faculty, and Staff; BAE, 2005.

^aIncludes a 13-percent factor to account for City administrative overhead.

Total usage figures are not available for parks, beaches, recreation facilities, and boat docks, and so the cost of these operations is based on a per-resident cost (less beach fee revenues) times the number of Northwestern's on-campus students (5,717). University students were assumed to use Evanston parks, beaches, and other recreation facilities at a rate equal to that of other residents. Evanston spent an average of \$42.10 per resident (including full- and part-time Northwestern students living on campus) for parks and beaches in fiscal year 2004. On that basis, \$216,600 to \$264,800 in parks and beaches costs are attributable to Northwestern's on-campus students. (Costs imposed by students, faculty, and staff living off campus in Evanston are assumed to be covered by their property taxes or the property tax portion of their rent.) This methodology overstates Northwestern's impact because the University has its own beach, and most Northwestern students are gone during the summer.

Table 18: Parks and Beaches Expenses Attributable to Northwestern, Fiscal Year 2004

Parks and beaches	
Total parks budget	\$2,770,463
Total beaches budget	394,454
Recreation administrative costs	47,900
City administrative costs ^a	417,666
Less beach revenues	(505,362)
Net City cost	3,125,121
Evanston population (including Northwestern students)	74,239
Average cost per resident	\$42.10
Northwestern students living on the Evanston campus	5,717
Parks and beaches expenses attributable to Northwestern	\$240,700
Range of parks and beaches expenses attributable to Northwestern (+/-10%)	\$216,600–264,800

Sources: City of Evanston Budget; Direct Survey of Northwestern Students, Faculty, and Staff; BAE, 2005.

^aIncludes a 13-percent factor to account for City administrative overhead.

The City of Evanston spent an average of \$70.92 for recreation per resident in fiscal year 2004, netting out revenues generated from usage and class fees. Applying that same ratio to the number of Northwestern students who live on campus suggests that \$364,900 to \$445,900 of other recreation costs are attributable to the University. Again, this analysis assumes that the costs of serving students, faculty, and staff living off campus in Evanston are covered by their property and other City taxes.

Table 19: Other Recreation Expenses Attributable to Northwestern, Fiscal Year 2004

Other recreation	
Total recreation budget	\$7,306,961
Less recreation revenue	(2,492,117)
Less beaches budget	(394,454)
Less recreation administrative costs	(47,900)
City administrative costs ^a	892,399
Net City cost	5,264,889
Evanston population (including Northwestern students)	74,239
Average cost per resident	\$70.92
Northwestern students living on the Evanston campus	5,717
Other recreation expenses attributable to Northwestern	\$405,400
Range of other recreation expenses attributable to Northwestern (+/-10%)	\$364,900–445,900

Sources: City of Evanston Budget; Direct Survey of Northwestern Students, Faculty, and Staff; BAE, 2005.

^aIncludes a 13-percent factor to account for City administrative overhead.

Building Inspections Northwestern initiated \$44.7 million in new construction in fiscal year 2004. In conjunction with that construction, the University paid \$457,203 in building permit fees, as discussed above. Those fees represented 16.4 percent of all building permit revenues received by the City during the year. Applying that percentage to the cost of building inspections (including Community Development and City administrative overhead) yields a total cost of \$184,000 to \$224,800 for fiscal year 2004. Thus, the University generated \$232,400 to \$273,200 in net revenues for City building inspections.

Table 20: Building Inspection Expenses Attributable to Northwestern, Fiscal Year 2004

Building inspections	
Inspection costs	\$1,022,500
Community Development administrative costs	80,405
City administrative costs ^a	143,378
Net City cost	1,246,283
Total building permit fees received	\$2,787,864
Building permit fees paid by Northwestern	\$457,203
Percent of inspections attributable to Northwestern	16.4%
Building inspection costs attributable to Northwestern	\$204,400
Range of building inspections costs attributable to Northwestern (+/-10%)	\$184,000–224,800
Fees paid by Northwestern	\$457,203
Net City revenues/(costs) attributable to Northwestern	\$232,403–273,203

Sources: City of Evanston Budget; Northwestern University; BAE, 2005.

^aIncludes a 13-percent factor to account for City administrative overhead.

Food Service Inspections With 34 residence halls and 28 fraternity and sorority houses (two of which do not prepare food on site), Northwestern requires food service inspections for 60 kitchens. That represents roughly 16 percent of the food establishments monitored by the City's Health Department. Fiscal year 2004 costs totaled \$626,000, including Health Department and City administrative overhead costs.⁷ An estimated 75 percent of Health Department inspection costs — or \$469,900 — are devoted to food service inspections. Of those costs, \$68,600 to \$83,800 is attributable to the University. The University paid \$12,310 for these services.

Table 21: Food Service Inspection Expenses Attributable to Northwestern, Fiscal Year 2004

Food service inspections	
Inspection costs	\$364,100
Health administrative costs	51,673
City administrative costs ^a	54,050
Net City cost	469,823
Total number of units inspected in Evanston	370
Number of residence halls	34
Number of fraternities and sororities	26
Percent of total annual inspections attributable to Northwestern	16.2%
Food service inspection costs attributable to Northwestern	\$76,200
Range of food service inspection costs attributable to Northwestern (+/-10%)	\$68,600–83,800
Fees paid by Northwestern	\$12,310
Net City revenues/(costs) attributable to Northwestern	\$(56,290–71,490)

Sources: City of Evanston Budget; BAE, 2005.

^aIncludes a 13-percent factor to account for City administrative overhead.

7. Health Department overhead is calculated by dividing the cost of health administration (\$260,893) by the rest of the Health Department budget (\$1,838,327).

Housing Inspections University residence halls and fraternity and sorority houses are subject to annual inspections, funded by rooming house license fees. The 34 University residence halls are inspected once per year, and the 28 fraternity and sorority houses are inspected twice annually. City inspections to enforce the housing code through Evanston involved a total cost of \$687,313 in fiscal year 2004 for a total of 2,421 units inspected, according to the City of Evanston budget. Because inspecting a residence hall requires more time than inspecting a small boarding house, the cost estimate relies on an estimate by the City's director of community development that University-related inspections represent about 10 percent of the City's housing inspections, or \$61,800 to \$75,600 in annual costs. This cost estimate includes a factor for departmental and City administrative overhead.⁸ The University and its fraternities and sororities paid \$150,014 for these services.

Table 22: Housing Inspection Expenses Attributable to Northwestern, Fiscal Year 2004

Rooming house inspections	
Inspection costs	\$563,900
Community Development administrative costs	44,342
City administrative costs ^a	79,071
Net City cost	687,313
Total number of units inspected in Evanston	2,421
Percent of total annual inspections attributable to Northwestern	10%
Housing inspection expenses attributable to Northwestern	\$68,700
Range of housing inspection expenses attributable to Northwestern (+/-10%)	\$61,800–75,600
Fees paid by Northwestern	\$118,140
Fees paid by fraternities and sororities	31,874
Net City revenues/(costs) attributable to Northwestern	\$74,414–88,214

Sources: City of Evanston Budget; Evanston Director of Community Development; BAE, 2005.

^aIncludes a 13-percent factor to account for City administrative overhead.

Costs Imposed on Evanston Public Schools by the University's Presence

School Districts 65 and 202 educate an estimated 27 to 33 pupils who live in tax-exempt University housing at an annual cost of \$367,000 to \$492,000. Four school-age children were reported to be living in University-owned housing provided to administrators and visiting faculty, according to information provided by the assistant to the University's senior vice president for business and finance. An additional 23 to 29 school-age children were reported to be in Evanston schools based on the direct survey of Northwestern University students. Based on the average cost of \$12,799 per pupil in Evanston District 65⁹ and \$20,422 per pupil in District 202¹⁰, this represents a cost burden of roughly \$368,500 to \$498,600, assuming that 70 to 90 percent of the Northwestern children are in lower grades.

8. The departmental overhead factor is calculated as Community Development administration (\$184,938) as a percent of the rest of the Community Development budget (\$2,351,842). An overall overhead factor of 13 percent accounts for City expenditures on City Council, City Manager, Management and Budget, City Clerk, Legal, Human Resources, Finance, and Facilities Management as a percent of the rest of the overall budget.

9. Estimated by dividing the 2003–04 total operating budget for District 65 (\$89.9 million) by the total number of students (7,027) as reported by District 65.

10. Estimated by dividing the 2003–04 total operating budget for District 202 (\$63.7 million) by the total number of students (3,118) as reported by District 202.

Table 23: Public School Expenses Attributable to Northwestern, Fiscal Year 2004

	<i>Low</i>	<i>High</i>
School-age children in Northwestern-owned houses	4	4
School-age children in Northwestern student housing	23	29
Total	27	33
District 65		
Estimated number of students living in Northwestern housing	24	23
Average cost per pupil	\$12,799	\$12,799
Costs attributable to Northwestern	\$307,200	\$294,400
District 202		
Estimated number of students living in Northwestern housing	3	10
Average cost per pupil	\$20,422	\$20,422
Costs attributable to Northwestern	\$61,300	\$204,200
Public school expenses attributable to Northwestern	\$368,500	\$498,600

Sources: Northwestern University Facilities Management; Direct Survey of Northwestern Students, Faculty, and Staff; District 65 2003–04 Budget and Enrollment; District 202 2003–04 Budget and Enrollment; BAE, 2005

Net Fiscal Impact

In fiscal year 2004 the City of Evanston revenues generated by Northwestern University’s presence exceeded total costs attributable to the University by \$2.9 to \$4.4 million. Direct costs to the City were more than offset by taxes and fees paid directly by the University. Northwestern also provided key economic support to Evanston businesses and real estate markets, undergirding the local economy and Evanston’s tax base. Though exempt from real estate property and sales taxes, the University generates substantial tax and fee revenues through the expenditures of its students, faculty, staff, and visitors.

Table 24: Northwestern University’s Net Fiscal Impact on the City of Evanston, Fiscal Year 2004

	<i>Low</i>	<i>High</i>
City revenues attributable to Northwestern^a		
Taxes and fees paid by Northwestern	\$4,611,000	\$4,611,000
Property tax portion of rent	221,000	221,000
Fees paid by fraternities, sororities, and food contractor	44,000	44,000
Direct revenues generated by Northwestern	4,877,000	4,877,000
Other revenues generated by Northwestern’s students, employees, and visitors ^b	2,144,000 ^c	2,638,000
State and federal grants ^d	939,000	939,000
Indirect revenues generated by Northwestern’s presence	3,083,000	3,577,000
Total revenues	7,960,000	8,454,000
City costs attributable to Northwestern^a	(5,070,000)	(4,020,000)
Total net revenues/(costs) to the City of Evanston attributable to Northwestern	\$2,890,000	\$4,434,000

Sources: City of Evanston Code; Northwestern Director of Risk Management and Safety; Evanston Director of Community Development; City of Evanston Budget; Northwestern University; Direct Survey of Northwestern Students, Faculty, and Staff; BAE, 2005.

Note: Figures in this table have been rounded; totals may not add up exactly.

^aDetailed breakdowns of revenues and costs appear in Tables 9 and 12 on pages 17 and 21, respectively.

^bSales taxes and hotel taxes.

^cWhere based on survey data and other estimates, impacts are expressed as a range (+/-10 percent). See “Methodology” on page 8 for an explanation of data analysis, estimates, and ranges.

^dGrants distributed based on a formula that considers Evanston’s total population, including Northwestern students.

APPENDIX A: TABLES

Table A-1: Visitor Expenditures, Northwestern University, Fiscal Year 2004

Entity/type of event	Expenditures per event	Total visitors	Out-of-region visitors	Out-of-state visitors	Total visitor days	Out-of-region visitor days	Out-of-state visitor days
Office of Conference Planning/Summer							
ABA	\$10,000	53	53	24	477	477	216
ASSM	\$6,800	67	65	41	335	325	205
48 Hour	\$4,000	104	95	27	208	190	54
Men's Overnight	\$2,600	262	258	104	524	516	208
Bball-Women's	\$2,100	89	84	21	445	420	105
UGPS	\$3,700	35	35	35	175	175	175
CTD	\$915,900	1,246	928	630	58,562	43,616	29,610
Cross Country	\$1,000	50	41	—	250	205	—
DAAD	\$4,800	46	46	46	230	230	230
Dance Program	\$2,100	20	20	20	100	100	100
DFS	\$31,200	305	297	4	1,525	1,485	20
Early Arrival	\$62,400	475	462	300	21,375	20,790	13,500
Econometrics	\$1,300	40	12	12	200	60	60
Football	\$14,600	500	486	60	3,000	2,916	360
Big 10CO	\$8,800	84	84	27	420	420	135
Holocaust Educators	\$9,600	35	35	35	455	455	455
LAUNCH Session I	\$1,600	13	13	—	78	78	—
LAUNCH Session II	\$1,500	12	12	—	72	72	—
L.E.A.D	\$18,100	32	27	13	1,024	864	416
MEOP	\$26,000	35	31	15	1,400	1,240	600
NAACP	\$4,900	100	47	4	500	235	20
NAPL	\$—	—	—	—	—	—	—
Comm ST	\$4,200	42	40	31	210	200	155
NHSI	\$296,400	759	741	288	30,360	29,640	11,520
Psychology	\$4,200	44	40	27	220	200	135
Soccer, Men's	\$4,000	67	61	5	871	793	65
Soccer, Women's	\$3,300	402	130	39	2,010	650	195
S-M Conf.	\$1,800	17	17	—	85	85	—
Softball	\$—	—	—	—	—	—	—

Stuttering	\$700	28	27	20	140	135	100
Swimming	\$2,800	100	92	24	600	552	144
Tennis Line Judges	\$700	27	27	12	135	135	60
UTD	\$—	—	—	—	—	—	—
Volleyball	\$1,600	50	40	10	400	320	80
Wrestling	\$5,700	279	226	75	1,395	1,130	375
Athletic events							
Big 10 Football	\$1,233,000	18,000	18,000	15,750	18,000	18,000	15,750
Big 10 Non-Conference	\$102,800	1,500	1,500	1,500	1,500	1,500	1,500
Other Events	\$137,000	2,000	2,000	1,600	2,000	2,000	1,600
Big 10 Officials	\$—	32	10	10	128	38	38
Big 10 Wms Circle	\$—	24	7	7	72	21	21
Summer Camp 2004	\$108,000	4,175	900	900	12,525	2,700	2,700
HS Basketball	\$168,000	21,000	4,200	4,200	21,000	4,200	4,200
Football	\$101,400	780	780	780	1,560	1,560	1,560
Men's Basketball	\$59,200	456	456	456	912	912	912
Women's Basketball	\$40,600	312	312	312	624	624	624
Youth Swim Meets	\$281,800	3,500	2,450	2,450	7,000	4,900	4,900
Mathematics department							
Dynamical Systems	\$17,200	60	45	45	180	135	135
Evens Retirement	\$2,000	50	35	35	50	35	35
Celestial Mechanics	\$11,400	30	30	30	90	90	90
Centennial PDE	\$40,700	100	75	70	400	300	280
Stochastic Harmonic Analysis	\$27,200	60	50	45	240	200	180
Neurobiology and physiology department							
CRS Minisymposium	\$10,700	45	45	10	90	90	20
Seminars	\$2,400	10	10	10	20	20	20
Seminars	\$1,700	4	4	4	12	12	12
Seminars	\$2,300	3	3	3	15	15	15
Human Genome Project Conference	\$1,200	6	5	5	12	10	10
Postdoctoral Position	\$1,900	8	8	8	16	16	16
Consultants	\$1,500	1	1	1	9	9	9

Administration and Planning									
COFHE IR Conference	\$20,100	50	48	48	150	144	144	144	144
Ongoing External Review	\$13,800	34	33	33	102	99	99	99	99
Center for Talent Development									
Opportunities for the Future Conference	\$6,400	398	41	32	398	41	41	32	32
Summer Program Session 1 Opening Day	\$179,900	3,682	1,842	1,474	3,682	1,842	1,842	1,474	1,474
Summer Program Session 2 Opening Day	\$58,100	1,190	595	476	1,190	595	595	476	476
Human Resources									
Faculty Interviews	\$37,200	266	266	266	665	665	665	665	665
Budget Office									
Budget Office	\$2,400	11	10	10	22	20	20	20	20
BK 10	\$4,300	20	18	16	40	36	36	32	32
Block Museum									
		33,952	10,042	10,042	33,952	10,042	10,042	10,042	10,042
Theater department									
		33,238	26,258	20,744	33,238	26,258	26,258	20,744	20,744
Cherubs Program									
	\$165,400	700	490	343	24,500	17,150	17,150	12,005	12,005
McCormick School of Engineering and Applied Science									
McCormick Advisory Council	\$5,600	50	41	41	100	82	82	82	82
Office of Undergraduate Admission									
Prospective Students/Families/ General Visits	\$1,645,600	23,403	17,600	16,900	23,403	17,600	17,600	16,900	16,900
Fall Overnight Program	\$47,400	2,500	200	2,000	5,000	400	400	4,000	4,000
Spring Overnight Program	\$47,400	2,700	200	2,000	5,400	400	400	4,000	4,000
Fall Counselor Visit	\$6,300	35	35	35	35	35	35	35	35
Alumni Admission Council Meeting	\$32,600	80	78	78	240	234	234	234	234
McCormick Tribune									
	\$13,000	10	6	3	120	72	72	36	36

Information Technology										
Collaboratory Project Symposium	\$800	125	15	2	125	15	2	15	2	2
Creating On-Line Learning Environ.	\$-	65	—	—	65	—	—	—	—	—
Creating On-Line Learning Environ.	\$-	65	—	—	65	—	—	—	—	—
Young Scholars Workshops	\$-	65	—	—	65	—	—	—	—	—
CIC Learning Tech Meeting	\$700	10	6	4	10	6	4	6	4	4
Sun Days @ NU	\$400	4	2	2	4	2	2	2	2	2
2 East Grand Opening	\$900	4	3	3	4	3	3	3	3	3
Accord/Internet2 Meeting	\$700	5	4	4	5	4	4	4	4	4
SES Project	\$4,500	9	9	—	81	81	—	81	—	—
SES Project	\$20,500	11	11	11	121	121	11	121	11	121
Microsoft Planning, Installing and Configuring	\$400	1	1	1	3	3	1	3	1	3
Microsoft Planning, Installing and Configuring	\$400	1	1	1	3	3	1	3	1	3
Design a Secure Windows 2000	\$200	1	1	1	4	4	1	4	1	4
Meeting Maker Planning	\$200	3	3	3	3	3	3	3	3	3
University Services										
Economic Opportunity Program	\$7,000	150	125	—	150	125	—	125	—	—
Office Products Vendor Fair	\$1,700	30	30	—	30	30	—	30	—	—
Big 10 Travel Conference	\$1,100	15	15	12	15	15	12	15	12	12
Lab Stores Product Vendor Fair	\$1,700	30	30	1	30	30	1	30	1	1
Kellogg – special events										
Real Estate Conference	\$6,600	220	170	85	330	255	85	255	128	128
Business of Healthcare Conference	\$3,500	250	80	50	375	120	50	120	75	75
Digital Frontier Conference	\$19,800	1,000	350	200	1,500	525	200	525	300	300
Marketing Conference	\$4,200	300	150	50	300	150	50	150	50	50
Private Equity Conference	\$4,200	400	150	100	400	150	100	150	100	100
Manufacturing Business Conference	\$3,700	250	100	50	375	150	50	150	75	75
Biotechnology Conference	\$15,600	650	400	275	975	600	275	600	413	413
Black Management Conference	\$3,200	200	150	75	200	150	75	150	75	75
Innovating Social Change Conference	\$5,600	340	225	50	340	225	50	225	50	50
Corporate Governance Conference	\$3,800	120	120	50	180	180	50	180	75	75
Arthur Anderson Custom Program	\$48,200	49	49	—	3,871	3,871	—	3,871	—	—
Merck Custom Program	\$7,100	44	44	44	572	572	44	572	572	572
Rabo Bank Custom Program	\$2,000	32	32	32	160	160	32	160	160	160

USG Custom Program	\$3,200	47	47	—	141	141	—
Moore Custom Program	\$15,400	59	59	—	1,239	1,239	—
Ipaper Custom Program	\$37,700	204	204	204	3,060	3,060	3,060
Abbott University	\$17,700	182	182	—	1,456	1,456	—
Ernst & Young	\$13,800	51	51	51	1,122	1,122	1,122
Brunswick Mkt. Custom Program	\$2,000	32	32	—	160	160	—
Deloitte Touche Custom Program	\$2,700	44	44	44	220	220	220
CONAGRA Custom Program	\$6,000	83	83	83	498	498	498
SG Investment Banking Custom Program	\$83,200	197	197	197	6,698	6,698	6,698
Baker McKenzie Custom Program	\$32,400	175	175	175	2,625	2,625	2,625
Merck Custom Program	\$3,500	48	48	48	288	288	288
E&Y MFG Custom Program	\$2,200	33	33	33	99	99	99
World Presidents' Organization	\$5,000	55	55	55	220	220	220
Honeywell Custom Program	\$11,700	106	106	106	954	954	954
NMSDC Advance Mgmt Program	\$4,000	43	43	43	172	172	172
USG Custom Program	\$4,500	65	65	—	195	195	—
Young Presidents' Org	\$6,500	72	72	72	288	288	288
Premier Healthcare Program	\$2,300	24	24	—	192	192	—
IRI Program	\$6,800	46	46	46	552	552	552
Nokia Program	\$2,800	41	41	41	123	123	123
CEOLA Custom Program	\$4,200	36	36	36	180	180	180
STC Executive Program	\$13,000	55	55	55	1,045	1,045	1,045
Advanced Executive Program	\$10,100	31	31	20	806	806	520
Advanced Executive Program	\$17,800	55	55	51	1,430	1,430	1,326
Business to Business	\$7,500	66	65	54	330	325	270
Business to Business	\$6,400	56	56	49	280	280	245
Business to Business	\$7,100	62	62	51	310	310	255
Credit Analysis, Equity Valuation	\$6,200	55	54	50	275	270	250
Credit Analysis, Equity Valuation	\$4,400	38	38	32	190	190	160
Creating and Managing Strategic Alliances	\$3,700	55	55	42	165	165	126
Creating and Managing Strategic Alliances	\$3,300	51	49	41	153	147	123
Communication Strategies	\$4,000	60	60	53	180	180	159
Communication Strategies	\$3,300	49	49	42	147	147	126
Consumer Marketing Strategy	\$7,600	66	66	62	330	330	310
Consumer Marketing Strategy	\$7,300	64	64	61	320	320	305
Corporate Financial Strategies for Creating	\$3,500	31	31	28	155	155	140

Cost Management Strategies	\$3,000	43	43	34	129	129	102
Executive Development Program	\$14,300	61	61	55	1,159	1,159	1,045
Executive Development Program	\$8,300	35	35	33	665	665	627
Executive Development Program	\$8,700	37	37	36	703	703	684
Factory Physics: Lean Manufacturing	\$3,900	58	58	51	174	174	153
Factory Physics: Lean Manufacturing	\$4,100	61	61	47	183	183	141
Kellogg Management Institute	\$12,800	50	49	7	1,050	1,029	147
Leading High Impact Teams	\$2,300	35	35	27	105	105	81
Manged Care Strategy	\$2,100	32	32	24	96	96	72
Merger Week: Creating Value Through	\$7,500	65	65	54	325	325	270
Merger Week: Creating Value Through	\$7,000	64	61	53	320	305	265
Merger Week: Creating Value Through	\$7,600	66	66	52	330	330	260
Negotiation Strategies for Managers	\$3,700	55	55	42	165	165	126
Negotiation Strategies for Managers	\$3,800	57	57	40	171	171	120
Negotiation Strategies for Managers	\$2,100	31	31	25	93	93	75
Negotiation Strategies for Managers	\$3,100	46	46	38	138	138	114
Managing New Product Development	\$4,500	65	65	54	195	195	162
Managing New Product Development	\$3,200	48	47	30	144	141	90
Managing New Product Development	\$3,700	55	55	49	165	165	147
Pricing Strategies and Tactics	\$4,500	66	66	52	198	198	156
Pricing Strategies and Tactics	\$3,700	54	54	42	162	162	126
Accelerating Sales Force Performance	\$6,100	53	53	39	265	265	195
Accelerating Sales Force Performance	\$5,900	51	51	43	255	255	215
Delivering Excellent Customer Service	\$2,300	34	34	27	102	102	81
Delivering Excellent Customer Service	\$2,300	35	35	21	105	105	63
Sizing and Structuring a Sales Force	\$3,300	48	48	39	144	144	117
Sizing and Structuring a Sales Force	\$2,500	37	37	30	111	111	90
Sales Force Incentive Planning	\$2,600	38	38	30	114	114	90
Sales Force Incentive Planning	\$2,500	37	37	26	111	111	78
Changing Strategic Direction	\$3,700	32	32	25	160	160	125
Global Supply Chain Management	\$3,200	47	47	33	141	141	99
Global Supply Chain Management	\$4,000	59	59	46	177	177	138
Leading High Impact Teams	\$2,600	38	38	13	114	114	39
Leading High Impact Teams	\$3,000	43	43	32	129	129	96
Value Based Management Linking	\$2,300	35	35	27	105	105	81
Value Based Management Linking	\$2,100	32	32	27	96	96	81

Winning Strategies for E-Business	\$4,500	65	44	195	195	132
Winning Strategies for E-Business	\$4,800	71	49	213	213	147
Winning Strategies for E-Business	\$4,900	73	47	219	216	141
Winning Strategies for E-Business	\$5,300	78	58	234	234	174
Linguistics department						
Friday Colloquium	\$2,100	9	1	18	18	2
German department						
New History of Spirit	\$600	23	—	90	4	—
Nietzsche and the Renaissance	\$200	23	—	45	2	—
Peter Sellars' Version	\$100	28	—	28	1	—
The Randomness of Gender	\$—	23	—	23	—	—
The Other Scene	\$—	28	1	55	—	2
Kant's Spectatorship	\$—	23	1	68	—	3
The Second Genesis of the Music	\$—	23	1	45	—	2
Symposium: Perspective and Practice	\$2,400	50	5	100	20	10
Humanities department						
Robin Blackburn – The Colonial Americas	\$200	1	1	2	2	2
Albert Raboutacu and David Wills	\$500	2	2	4	4	4
Anthony Bagues	\$200	1	1	2	2	2
Rogers Smith	\$200	1	1	2	2	2
Howard Winant	\$600	1	1	4	4	4
Patricia Williams	\$200	1	1	2	2	2
Ariadne Roundtable	\$500	2	2	4	4	4
Electrical and computer engineering department						
Guest Speakers	\$6,500	22	22	51	51	51
Faculty Recruitment	\$5,100	15	14	41	38	38
ECE Advisory Board Meeting – 5/03	\$3,300	22	9	66	27	27
ECE Advisory Board Meeting – 9/03	\$1,700	5	4	15	12	12
Robotics	\$1,701,000	3,000	3,000	21,000	21,000	21,000

	17,000	16,850	16,850	16,850	51,000	50,550	50,550
Commencement (excluding graduates)	\$3,041,400						
HS Graduation	70,000	21,000	21,000	21,000	70,000	21,000	21,000
Chemical and biological engineering department							
Dept. Seminar 9/26	1	—	—	1	1	—	1
Dept. Seminar 10/17	1	—	—	1	1	—	1
Dept. Seminar 10/31	1	—	—	1	1	—	1
Dept. Seminar 12/5	1	—	—	1	1	—	1
Dept. Seminar 1/16	1	—	—	1	1	—	1
Dept. Seminar 1/23	1	—	—	1	1	—	1
Dept. Seminar 1/30	1	—	—	1	1	—	1
Dept. Seminar 2/6	1	—	—	1	1	—	1
Dept. Seminar 2/20	1	—	—	1	1	—	1
Dept. Seminar 3/3	1	—	—	1	1	—	1
Dept. Seminar 3/6	1	—	—	1	1	—	1
Dept. Seminar 4/17	1	—	—	1	1	—	1
Dept. Seminar 5/1	1	—	—	1	1	—	1
Dept. Seminar 5/8	1	—	—	1	1	—	1
Dept. Seminar 5/15	1	—	—	1	1	—	1
Dept. Seminar 5/22	1	—	—	1	1	—	1
Mechanical engineering department							
Dept. Seminar 9/5	1	1	1	1	1	1	1
Dept. Seminar 9/27	1	1	1	1	1	1	1
Dept. Seminar 10/11	1	1	1	1	1	1	1
Dept. Seminar 10/16	1	1	1	1	1	1	1
Dept. Seminar 10/25	1	1	1	1	1	1	1
Dept. Seminar 11/8	1	1	1	1	1	1	1
Dept. Seminar 11/15	1	1	1	1	1	1	1
Dept. Seminar 12/6	1	1	1	1	1	1	1
Dept. Seminar 1/17	1	1	1	1	1	1	1
Dept. Seminar 1/31	1	1	1	1	1	1	1
Dept. Seminar 2/4	1	1	1	1	1	1	1
Dept. Seminar 2/19	1	1	1	1	1	1	1
Dept. Seminar 2/28	1	1	1	1	1	1	1

CST3 (CR.SC.N.TEC3)	16	16	11	80	80	55
DUI CONFERENCE	111	98	40	333	294	120
EMP (EXEC.MGMT)	20	17	4	300	255	60
FATM	33	31	28	165	155	140
FGD	11	9	4	55	45	20
FTE	44	36	15	220	180	75
GRAD	63	55	32	252	220	128
HCW	33	31	16	165	155	80
IDC/IFGD	44	35	20	352	280	160
IP	22	18	8	110	90	40
MCI	43	38	25	215	190	125
MFTO	27	20	12	108	80	48
SFP	21	10	0	210	100	—
SPP	146	102	28	1,460	1,020	280
SPSC	82	74	23	4,100	3,700	1,150
TAR1	72	68	48	720	680	480
TAR2	52	49	31	260	245	155
TCBB	12	11	3	36	33	9
TIIT	11	11	0	33	33	—
TMLD	19	19	6	95	95	30
TRIT	24	22	13	120	110	65
TSW/TAC	38	35	20	190	175	100
TTE	42	42	33	420	420	330
VD	45	42	18	225	210	90
Sociology department						
Recruitment	8	8	7	16	16	14
Colloquium	17	17	14	17	17	14
Ethnography Workshop	5	5	3	8	8	5
Chgo/Urban Workshop	10	10	7	10	10	7
Gender Workshop	16	16	13	16	16	13
Culture Workshop	12	6	6	12	6	6

Music department									
NU Leadership Conferences	\$16,000	14	14	14	14	98	98	98	98
Pick-Staiger Concert Hall									
School of Music Events/Ensembles/ Guest Artists	40,000	27,600	40,000	27,600	27,600	27,600	27,600	27,600	27,600
Northwestern University Events (not SOM)	10,000	6,900	10,000	6,900	6,900	6,900	6,900	6,900	6,900
Regular Rental Customers (Symphony II, etc.)	25,000	17,250	25,000	17,250	17,250	17,250	17,250	17,250	17,250
Physics and astronomy department									
Physics Colloquium	\$6,200	43	40	34	43	40	40	40	34
Astrophysics Seminar	\$6,300	40	39	31	40	39	39	39	31
Condensed Matter Seminar	\$3,500	25	23	17	25	23	23	23	17
Non-Linear Physics Seminar	\$1,000	6	6	5	6	6	6	6	5
High Energy Physics Seminar	\$500	4	3	3	4	3	3	3	3
Integrated Science Program									
ISP Open House–Oct	\$1,800	10	10	6	10	10	10	10	6
ISP Open House–April	\$3,300	25	23	15	25	23	23	23	15
ISP Reunion	\$6,400	80	49	35	80	49	49	49	35
Geological sciences department									
Dept. Seminar 10/06	\$400	1	1	1	3	3	3	3	3
Dept. Seminar 10/13	\$100	1	1	1	1	1	1	1	1
Dept. Seminar 10/20	\$100	1	1	1	2	2	2	2	2
Dept. Seminar 10/27	\$100	1	1	1	2	2	2	2	2
Dept. Seminar 11/03	\$200	1	1	1	2	2	2	2	2
Dept. Seminar 11/10	\$200	1	1	1	3	3	3	3	3
Dept. Seminar 11/17	\$800	2	2	2	6	6	6	6	6
Dept. Seminar 12/01	\$500	2	2	2	4	4	4	4	4
Dept. Seminar 12/08	\$400	1	1	1	3	3	3	3	3
Dept. Seminar 1/12	\$100	1	1	—	1	1	1	1	—
Dept. Seminar 1/19	\$100	1	1	—	1	1	1	1	—
Dept. Seminar 1/26	\$500	2	2	2	4	4	4	4	4
Dept. Seminar 2/2	\$400	1	1	1	3	3	3	3	3

Dept. Seminar 2/9	\$200	1	1	—	2	2	—
Dept. Seminar 2/16	\$400	1	1	1	3	3	3
Dept. Seminar 3/09	\$200	1	1	1	2	2	2
Dept. Seminar 3/30	\$200	1	1	1	2	2	2
Dept. Seminar 4/06	\$200	1	1	1	2	2	2
Dept. Seminar 4/13	\$200	1	1	1	2	2	2
Dept. Seminar 4/20	\$200	1	1	1	2	2	2
Dept. Seminar 5/04	\$100	1	1	1	1	1	1
Dept. Seminar 5/11	\$200	1	1	1	2	2	2
Dept. Seminar 5/11	\$400	1	1	1	3	3	3

Center for Catalysis and Surface Science

2000 CCSS Annual Scientific Meeting	\$35,100	150	90	60	375	225	150
IEC Semiannual Scientific Meeting	\$36,200	100	100	20	200	200	40
IEC Semiannual Scientific Meeting	\$21,700	60	60	20	120	120	40

Chemistry department

Dept. Colloquia	\$4,700	12	12	12	30	30	30
Basolo Medal	\$100	1	1	1	1	1	1
Organic Material Symposium	\$700	4	4	4	4	4	4
Hurd Lecturer	\$400	1	1	1	3	3	3
Summer Lectures	\$1,300	3	3	3	9	9	9
Inorganic Seminars	\$3,300	18	18	18	18	18	18
Organic Seminars	\$2,000	11	11	11	11	11	11
Physical Seminars	\$4,000	11	11	11	22	22	22
Industrial Associates	\$4,300	12	12	12	24	24	24

History department

Seminars	\$ —	7	—	5	14	—	10
Job Candidates	\$ —	10	—	10	25	—	25
Eastern European Symposium	\$ —	1	—	1	1	—	1
Summer Institute on Holocaust	\$11,800	31	4	24	527	68	408
Lessons and Legacies Conference	\$62,700	200	150	50	600	450	150
T. W. Heyck Lecture Series	\$ —	1	—	1	2	—	2

Political science department										
Intro to Comp. Politics	\$100	1	1	—	1	1	—	1	1	—
220 Lecturer	\$200	1	1	1	2	2	2	2	2	2
Mexico's Peculiar Transition-Democracy	\$200	1	1	1	3	3	3	3	3	3
V. O. Key Visits California	\$200	1	1	1	2	2	2	2	2	2
The Captains of Intellect	\$200	1	1	1	2	2	2	2	2	2
Political Theory Colloquia	\$—	1	—	—	—	—	—	—	—	—
From Tea Leaves to Opinion Polls	\$100	1	1	1	1	1	1	1	1	1
Intergenerational Warfare	\$100	1	1	1	1	1	1	1	1	1
Nuclear Weapons and the Logic	\$100	1	1	1	1	1	1	1	1	1
Meeting w/ Costly Participation	\$100	1	1	1	1	1	1	1	1	1
American Politics Workshop	\$100	1	1	1	1	1	1	1	1	1
Politics and Economics Workshop	\$100	1	1	1	1	1	1	1	1	1
American Studies Program										
Guest Speaker	\$1,200	50	5	1	100	10	2	2	2	2
School of Education and Social Policy										
Dan Lewis Steering	\$300		6	—	—	6	—	—	—	—
Luncheon	\$100	3	2	2	3	2	2	2	2	2
Visiting Committee	\$1,400	15	10	2	30	20	4	4	4	4
Job Talk	\$100	10	1	1	10	1	1	1	1	1
Sible Meeting	\$—			6	—	—	12	12	12	12
Presentation	\$100	1	1	1	1	1	1	1	1	1
Homestead	\$—			10	—	—	20	20	20	20
International Studies	\$—			25	—	—	50	50	50	50
International Studies	\$—			7	—	—	14	14	14	14
Presentation	\$—				—	—	—	—	—	—
Classics department										
Gendering Clodius	\$100	10	1	1	20	2	2	2	2	2
Wounds of Diana	\$100	10	1	1	20	2	2	2	2	2
Menander's Athens	\$5,000	50	30	17	150	90	51	51	51	51
Towards a Semiotics	\$3,600	25	15	12	50	30	24	24	24	24

Medill School of Journalism													
Crain Lecture Series	\$2,300	23	15	15	46	30	30	30					30
Board of Advisers Meeting	\$5,900	30	25	25	60	50	50	50					50
Alumni Leadership Meeting	\$1,400	8	6	6	16	12	12	12					12
Berlingske Program	\$39,900	30	30	30	240	240	240	240					—
CNHI	\$40,300	51	51	51	255	255	255	255					—
AEP	\$58,300	28	28	28	336	336	336	336					—
ABM	\$24,800	31	31	31	155	155	155	155					—
NAB	\$31,700	32	32	32	192	192	192	192					—
Management Development	\$32,000	27	27	27	189	189	189	189					—
We Are the World Conference	\$ —	100	—	—	300	—	—	—					42
Economic Department Seminars	\$17,000	82	82	82	123	123	123	123					123
Total	\$13,505,200	337,421	195,141	183,296	609,023	424,755	424,755	424,755					347,764

Sources: Northwestern University; Local Hotels; D. K. Shifflet & Associates Ltd. 2002 Illinois Travel Intelligence, July 2002; BAE, 2005.

Table A-2. Sales/Revenue per Job, Chicago Primary Metropolitan Statistical Area

	1997 sales (in 000s)	1997 paid employees	Sales per job	1997-04 inflation	2004 sales per job
University business^a					
Construction	\$16,326,061	53,324	\$306,167		
Printing	\$5,730,750	42,441	\$135,029		
Professional services	\$4,854,297	40,859	\$118,806		
Retail	\$73,673,450	398,282	\$184,978		
Blended average			\$212,220	1.177	\$250,000
Local government	\$111,758	837	\$133,522	1.177	\$157,000
Restaurants					
	\$8,473,337	226,933	\$37,338	1.177	\$44,000
Retail					
	\$73,673,450	398,282	\$184,978	1.177	\$218,000
Hotel					
	\$2,493,035	37,204	\$67,010	1.177	\$79,000
Housing					
	\$1,459,786	8,557	\$170,596	1.177	\$201,000

Sources: US Census Bureau, 1997 Economic Census; Bureau of Labor Statistics; BAE, 2005.

^aExcludes hotel and restaurant expenditures.

Table A-3: Taxes Levied on Properties Added to the Tax Rolls by Northwestern University

PIN	1988 ^a	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	Comments
05-34-324-013-0000	\$4,360.28	\$4,790.72	\$5,121.94	\$5,359.30	\$7,273.12	\$7,603.10	\$8,042.09	\$8,146.71	\$8,201.53	\$8,335.31	\$9,108.58	\$9,321.77	
05-35-311-013	e	X	139,318.50	144,277.51	160,849.81	167,871.82	186,190.85	179,982.20	181,059.85	184,028.29	199,735.76	204,073.19	formerly 05-35-310-002, closed 8/29/89, Hampton Parkway
	e	X	5,673.26	4,357.65	12,006.42	12,530.50	X	X	X				formerly 05-35-310-003, closed 8/29/89
	e	X	406.75	312.59	818.36	854.02	X	X	X				formerly 05-35-310-016, closed 8/29/89
10-11-100-040-0000	3,553.19	5,027.96		5,629.35	5,992.98	6,267.06	6,627.20	7,116.33	7,165.00	7,281.77	6,819.07	6,982.51	
10-11-401-19-0000	X	X	X	X	X	9,775.03	9,801.65	9,626.92	9,690.45	10,357.86	11,816.34	12,072.94	2825 Colfax, closed 6/23/94
10-12-205-024, 025						X		23,489.14	46,891.39	139,701.84	131,667.71	136,398.34	formerly 10-12-205-009 condos/closed 7/95, Courtyard
10-13-222-002-0000	46,676.47	40,032.36	42,652.53	45,552.44	52,937.94	55,249.05	58,489.61	56,625.99	56,961.85	57,895.69	56,845.09	52,405.97	
11-07-102-031-0000	43,068.20	50,497.29	53,809.33	57,469.55	66,987.94	69,911.69	74,016.43	75,902.38	76,362.28	77,627.43	78,452.13	76,749.80	
11-07-107-006-0000	4,744.09	6,417.58	6,856.22	7,211.10	8,684.62	9,076.23	9,602.09	11,468.73	11,544.75	11,735.38	12,053.29	12,331.21	
11-07-109-035-0000	3,294.26	3,815.85	4,083.93	4,192.46	4,400.17	4,604.81	4,868.17	5,347.68	5,386.57	5,475.09	5,591.49	5,728.67	
11-07-114-026-0000	e												
11-07-115-009-0000	e												
11-07-116-029-0000													
11-07-120-027-0000	e												
11-07-122-058-0000		X	X	X	X	X	26,825.86	25,227.60	26,038.24	26,457.30	51,058.61	28,290.11	Appears to be 1 PIN for two properties/ Rookwood Gardens
11-07-200-020-0000	6,567.32	9,252.52	9,877.16	10,437.50	10,560.57	11,034.01	11,674.85	13,182.94	13,269.18	13,488.39	21,383.38	14,595.77	
11-07-203-002	X	X	X	10,974.67	14,077.55	14,704.41	15,560.18	19,029.28	19,151.04	19,467.76	22,468.78	22,973.47	closed 2/26/91, 2437 Sheridan
11-07-206-003-0000	6,416.44	9,980.57	10,652.89	11,266.02	11,289.57	11,794.81	11,720.29	13,343.08	13,430.37	13,652.23	15,089.27	15,433.31	
11-07-206-004-0000	8,062.14	11,032.91	11,774.31	12,463.77	12,062.29	12,601.29	13,334.14	15,264.93	15,363.94	15,617.78	17,559.91	15,809.61	
11-18-108-047	e			57,448.40	84,478.71	92,173.61	97,977.24	122,524.13	123,250.92	125,271.53	133,823.26	136,729.37	formerly 11-18-108-023, closed 10/7/88, 1911 Ridge

11-18-312-018-0000	23,135.96	19,016.36	20,372.90	21,708.02	23,827.50	24,867.40	26,312.78	30,995.14	26,727.14	20,389.64	19,327.24	17,122.82	
11-18-312-019-0000	40,359.35	36,521.59	39,127.03	41,691.06	42,688.79	44,551.92	47,141.55	31,009.73	31,653.21	32,136.11	36,985.98	37,735.67	
11-18-312-022-0000	52,960.40	52,909.46	56,684.00	60,398.56	63,301.86	66,064.56	69,904.71	77,950.73	79,490.63	80,704.72	81,907.60	83,562.32	
11-18-318-015	312,207.65	289,519.51	310,173.38	330,499.55	291,495.86	304,217.84	321,900.78	352,534.46	359,498.54	364,989.15	423,006.93	431,552.63	formerly 11-18-015-0000 Holiday Inn?
11-18-403-018-0000	e	X	X	X	90,706.62	94,665.00	100,167.86	94,615.16	96,484.30	97,957.84	100,136.78	102,159.77	formerly 11-18-403-012-8001, closed 1/16/89, 1600 Hinman
11-18-408-017	X	X	X	X	X	X	X	52,355.06	94,529.93	85,912.02	63,828.29	65,117.76	closed 8/95, Davis, formerly
11-18-408-018	X	X	X	X	X	X	X	18,566.23	40,330.82	32,755.94	24,490.35	24,985.18	11-18-408-012,8001,2 closed 8/95, Davis formerly
11-18-408-016-1072	X	X	X	X	X	1,927.00	2,040.23	1,811.46	1,822.13	1,852.04	1,862.88	1,903.34	11-18-408-013-8001,2 1516 Hinman, Unit 804
11-18-417-005-0000	6,359.51	8,423.22	8,992.21	9,492.65	10,884.43	11,372.02	12,032.15	11,695.19	11,771.07	11,963.35	13,574.62	13,893.18	
11-18-417-011-0000	11,299.26	11,465.91	12,234.02	12,954.95	13,394.35	13,753.57	14,805.14	16,944.53	17,051.45	17,330.39	16,541.61	16,916.18	
11-19-205-004-0000	11,497.65	11,497.65	12,267.88	12,991.08	16,195.63	16,915.03	17,900.23	18,996.35	19,115.51	19,428.19	19,457.19	20,368.99	
11-19-207-028-0000	8,648.49	8,648.49	9,232.19	9,749.01	8,895.82	9,296.63	9,835.06	9,767.97	9,832.31	9,992.84	10,304.44	10,543.59	
11-19-404-033-0000	77,353.28	66,000.65	64,775.34	69,179.50	290,541.53	86,449.30	91,520.00	73,947.19	81,177.31	80,968.56	86,132.98	89,306.06	formerly 11-19-404-031-0000
TOTAL	\$2,152,733	\$2,571,680	\$2,848,564	\$3,477,298	\$3,364,101	\$3,331,046	\$3,789,687	\$3,755,059	\$3,933,247	\$4,118,689	\$4,122,166	\$4,296,087	

Source: Northwestern University, 2001.

Note: This table is an effort to extend the study by Sidley & Austin. The data was gathered from microfiche in the Assessor's Office at the City of Evanston. This study can only be an estimate due to changes in PIN, consolidations, and other exempt entities coming into ownership of properties.

^aThis column represents an attempt to replicate the Sidley & Austin findings before moving on to next year.

APPENDIX B: SURVEYS AND RESPONSES

Undergraduate Student Survey

This survey seeks to determine the economic impact of Northwestern University on the City of Evanston.

1. Are you an:	
a. Undergraduate Student, Full-Time	1,482
b. Undergraduate Student, Part-Time	28
2. Where do you live while at Northwestern University?	
a. Dorm or other University housing	1,050
b. Off-Campus Housing in Evanston	403
c. Off-Campus Housing outside Evanston	25
d. Parent's Home in Evanston	3
e. Parent's Home outside Evanston	23
3. Do you have a spouse/partner? If not, skip to question 5.	
a. Yes	46
b. No	1,463
4. Is your spouse or partner a Northwestern University student?	
a. Yes	25
b. No	27

Responses from Individuals without Spouses or Partners

5. How much do you spend on housing (rent and utilities) per month?	\$606
6. How much do you spend in an average month during the academic year for purchases other than housing, tuition, books, and eating out (e.g., for purchases such as clothing, food, household items, entertainment, gifts, etc.)?	\$311
a. Roughly what percent of these expenditures do you make in Evanston?	78.7%
7. How many times a month do you get carryout or eat breakfast, lunch, dinner, or occasional food or drink not associated with a meal in an Evanston restaurant?	
a. Breakfast _____ times/month	1.6
b. Lunch _____ times/month	4.9
c. Dinner _____ times/month	7.2
d. Social Eating/Drinking _____ times/month	4.8
8. On average, how much do you spend for breakfast, lunch, dinner, or the occasional appetizer or drink not included with a meal in Evanston?	
a. \$ _____ Breakfast	\$ 5.40
b. \$ _____ Lunch	\$14.20
c. \$ _____ Dinner	\$27.30
d. \$ _____ Social Eating/Drinking	\$18.70
9. How many friends and/or family members visited you from outside the area this year?	4.4
a. How many of these stayed in an Evanston hotel or bed and breakfast?	1.2
b. For all of your visitors who stayed in Evanston, how many total days did they stay in hotels or bed and breakfasts?	2.5

Responses from Individuals with Spouses or Partners

NOTE: If you live with a partner or spouse, complete the remaining questions for yourself and your spouse/partner.

5. How much do you and your spouse/partner spend on housing (rent and utilities) per month?	\$933
6. How much do you and your spouse/partner spend in an average month during the academic year for purchases other than housing, tuition, books, and eating out (e.g., for purchases such as clothing, food, household items, entertainment, gifts, etc.)?	\$427.70
a. Roughly what percent of these expenditures do you make in Evanston?	59.1%
7. How many times a month do you and your spouse/partner get carryout or eat lunch, breakfast, dinner, or occasional food or drink not associated with a meal in an Evanston restaurant?	
Breakfast _____ times/month	2.7
Lunch _____ times/month	5.2
Dinner _____ times/month	5.9
Social Eating/Drinking _____ times/month	4.7
8. On average, how much do you and your spouse/partner spend for breakfast, lunch, dinner, or the occasional appetizer or drink not included with a meal in Evanston?	
\$_____ Breakfast	\$24.30
\$_____ Lunch	\$34.30
\$_____ Dinner	\$60.70
\$_____ Social Eating/Drinking	\$31.40
9. How many friends and/or family members visited you and your spouse/partner from outside the area this year?	4.3
How many of these stayed in an Evanston hotel or bed and breakfast?	1.1
For all of your visitors who stayed in Evanston, how many total days did they stay in hotels or bed and breakfasts?	2.3

Responses from All Individuals

10. Do you volunteer with Evanston Public Schools? Skip question 11 if you answer no.	
a. Yes	109
b. No	1,397
11. On average, how many hours per month do you volunteer in Evanston public schools?	9.8
12. Do you volunteer with Evanston charities? Skip question 13 if you answer no.	
a. Yes	319
b. No	1,179
13. How many hours per month?	7.3
14. Are there any children in your household? If not, skip to question 16.	
a. Yes	75
b. No	1,430
15. How many children are in your household for whom you are responsible?	0.2
a. How many of these attend Evanston schools?	0.1

16. Roughly how much did you spend on parking tickets from the City of Evanston last year?	\$34.80
17. Which of the following City of Evanston facilities do you regularly use? Please indicate how many times you use each facility in a typical year.	
a. Library	3.8
b. Parks and Beaches	13.4
c. Other City Recreation Facilities	2.1
d. Other	2.4
18. If you did not attend Northwestern University, would you otherwise be in college elsewhere in Illinois?	
a. Yes	198
b. No	1,273

Graduate Student Survey

This survey seeks to determine the economic impact of Northwestern University on the City of Evanston.

1. Are you a:	
a. Graduate Student, Full-Time	1,104
b. Graduate Student, Part-Time	347
2. Your primary campus affiliation?	
a. Chicago	468
b. Evanston	986
3. Where do you live?	
a. Dorm or other University Housing	109
b. Off-Campus Housing in Evanston	601
c. Off-Campus Housing outside Evanston	715
d. Parent's Home in Evanston	5
e. Parent's Home outside Evanston	13
4. Are you employed during the academic year?	
a. Yes, outside the University	390
b. Yes, with the University	397
c. No	665
5. Do you have a spouse or partner? Skip question 6 if you answer no.	
a. Yes	678
b. No	772
6. Is your spouse or partner a Northwestern University student?	
a. Yes	87
b. No	603
7. Is your spouse or partner employed by the University?	
a. Yes	50
b. No	639

Responses from Individuals without Spouses or Partners

8. How much do you spend on housing (rent and utilities) per month?	\$1,002.80
9. How much do you spend in an average month during the academic year for purchases other than housing, tuition, books, and eating out (e.g., for purchases such as clothing, food, household items, entertainment, gifts, etc.)?	\$836.20
a. Roughly what percent of these expenditures do you make in Evanston?	43.3%
10. In what range does your total annual household income fall?	
a. Under \$25,000	522
b. \$25,000–29,999	43
c. \$30,000–39,999	21
d. \$40,000–49,999	21
e. \$50,000–59,999	32
f. \$60,000–69,999	29
g. \$70,000–79,999	21
h. \$80,000–89,999	17
i. \$90,000–99,999	12
j. \$100,000–149,999	31
k. \$150,000 or more	16
11. Roughly what percent of your total household income comes from the University?	42.6%
12. Are there any children in your household?	
a. Yes	11
b. No	761
13. For individuals with children: How many children are in your household for whom you are responsible?	0.4 (total of 5)
a. How many of these attend Evanston schools?	0.1 (total of 1)
14. How many times a month do you get carry out or eat breakfast, lunch, dinner, or occasional food or drink not associated with a meal in an Evanston restaurant?	
a. Breakfast _____ times/month	2.0
b. Lunch _____ times/month	6.6
c. Dinner _____ times/month	5.9
d. Social Eating/Drinking _____ times/month	4.1
15. On average, how much do you spend for breakfast, lunch, dinner, or the occasional appetizer or drink not included with a meal in Evanston?	
a. \$ _____ Breakfast	\$5.20
b. \$ _____ Lunch	\$15.20
c. \$ _____ Dinner	\$24.10
d. \$ _____ Social Eating/Drinking	\$21.40
16. How many friends and/or family members visited you from outside the area this year?	4.9
a. How many of these stayed in an Evanston hotel or bed and breakfast?	0.4
b. For all of your visitors who stayed in Evanston, how many total days did they stay in hotels or bed and breakfasts?	1.0

Reponses from Individuals with Spouses or Partners

NOTE: If you live with a partner or spouse, complete the remaining questions for yourself and your spouse/partner.

8. If you don't live in a dorm, how much do you and your spouse/partner spend on housing (rent and utilities) per month?	\$1,680.80
9. How much do you and your spouse/partner spend in an average month during the academic year for purchases other than housing, tuition, books, and eating out (e.g., for purchases such as clothing, food, household items, entertainment, gifts, etc.)?	\$2,009.20
a. Roughly what percent of these expenditures do you make in Evanston?	36.8%
10. In what range does your total annual household income fall?	
Under \$25,000	105
\$25,000–29,999	36
\$30,000–39,999	45
\$40,000–49,999	55
\$50,000–59,999	45
\$60,000–69,999	44
\$70,000–79,999	35
\$80,000–89,999	34
\$90,000–99,999	39
\$100,000–149,999	123
\$150,000 or more	101
11. Roughly what percent of your total household income comes from the University?	20.3%
12. Are there any children in your household?	
Yes	175
No	502
13. For individuals with children: How many children are in your household, for whom you and your spouse/partner are responsible?	1.6
a. How many of these attend Evanston schools?	0.2
14. How many times a month do you and your spouse/partner get carryout or eat breakfast, lunch, dinner or occasional food or drink not associated with a meal in an Evanston restaurant?	
a. Breakfast _____ times/month	1.6
b. Lunch _____ times/month	5.3
c. Dinner _____ times/month	4.5
d. Social Eating/Drinking _____ times/month	2.8
15. On average, how much do you and your spouse/partner spend for breakfast, lunch, dinner, or the occasional appetizer or drink not included with a meal in Evanston?	
a. \$ _____ Breakfast	\$8.80
b. \$ _____ Lunch	\$23.10
c. \$ _____ Dinner	\$51.10
d. \$ _____ Social Eating/Drinking	\$27.40
16. How many friends and/or family members visited you and your spouse/partner from outside the area this year?	6.7
a. How many of these stayed in an Evanston hotel or bed and breakfast?	0.6
b. For all of your visitors who stayed in Evanston, how many total days did they stay in hotels or bed and breakfasts?	1.6

Responses from All Individuals

17. Do you volunteer with Evanston Public Schools?	
a. Yes	46
b. No	1,403
If yes, on average, how many hours per month?	6.2
18. Do you volunteer with any Evanston charities?	
a. Yes	141
b. No	1,294
If yes, on average, how many hours per month?	4.6
19. Roughly how much did you spend on parking tickets from the City of Evanston last year?	\$40.20
20. Which of the following City of Evanston facilities do you regularly use? Please indicate how many times you use each facility in a typical year.	
a. Library	3.9
b. Parks and Beaches	14.1
c. Other City Recreation Facilities	1.9
d. Other	1.4
21. If you did not attend Northwestern University, would you be in college elsewhere in Illinois?	
a. Yes	333
b. No	1,072

University Faculty and Staff Survey

This survey seeks to determine the economic impact of Northwestern University on the City of Evanston.

1. Are you:	
a. Full-Time Staff	1,490
b. Part-Time Staff	85
c. Full-Time Faculty	347
d. Part-Time Faculty	71
e. Other	65
2. Your primary campus affiliation:	
a. Chicago	595
b. Evanston	1,462
3. Do you live in Evanston?	
a. No	602
b. Yes	1,448
4. Would you live in Evanston if not working at Northwestern?	
a. Yes	362
b. No	248
5. Do you own or rent your home?	
a. Own	1,323
b. Rent	722
If you rent, how much do you spend on housing (rent and utilities) per month?	\$1,007.73

6. Do you have a spouse or partner?	
a. Yes	1,326
b. No	720
7. Is your spouse or partner also a Northwestern University employee?	
a. Yes	225
b. No	1,112

Responses from Individuals without Spouses or Partners

8. How many times a month do you get carryout or eat breakfast, lunch, dinner, or occasional food or drink not associated with a meal in an Evanston restaurant?	
a. Breakfast _____ times/month	2.43
b. Lunch _____ times/month	7.15
c. Dinner _____ times/month	3.41
d. Social Eating/Drinking _____ times/month	2.14
9. On average, how much do you spend for breakfast, lunch, dinner, or the occasional appetizer or drink not included with a meal in Evanston?	
a. \$ _____ Breakfast	7.26
b. \$ _____ Lunch	24.55
c. \$ _____ Dinner	30.22
d. \$ _____ Social Eating/Drinking	26.04
10. How much did you spend in an average month last year for purchases other than housing and eating out (e.g., for purchases such as clothing, household items, entertainment, gifts, etc.)?	\$961.52
a. Roughly what percent of these expenditures did you make in Evanston?	24.55%
11. Are there any children in your household?	
a. Yes	91
b. No	636
12. How many children are in your household?	1.38 children
a. How many of these attend Evanston schools?	0.27 children
13. How many friends and/or family members visited you from outside the area this year?	5.41
a. How many of these stayed in an Evanston hotel or bed and breakfast?	0.33
b. For all of your visitors who stayed in Evanston, how many total days did they stay in hotels or bed and breakfasts?	0.58

Responses from Individuals with Spouses or Partners

NOTE: If you live with a partner or spouse, complete the remaining questions for yourself and your spouse/partner.

8. How many times a month do you and your spouse/partner get carryout or eat breakfast, lunch, dinner, or occasional food or drink not associated with a meal in an Evanston restaurant?	
a. Breakfast _____ times/month	2.21
b. Lunch _____ times/month	6.14
c. Dinner _____ times/month	3.29
d. Social Eating/Drinking _____ times/month	1.63

9. On average, how much do you and your spouse/partner spend for breakfast, lunch, dinner, or the occasional appetizer or drink not included with a meal in Evanston?	
a. \$ _____ Breakfast	\$14.37
b. \$ _____ Lunch	\$36.25
c. \$ _____ Dinner	\$70.85
d. \$ _____ Social Eating/Drinking	\$30.97
10. How much did you and your spouse/partner spend in an average month last year for purchases other than housing and eating out (e.g., for purchases such as clothing, household items, entertainment, gifts, etc.)?	\$1,074.50
a. Roughly what percent of these expenditures did you make in Evanston?	29.19%
11. Are there any children in your household?	
a. Yes	631
b. No	687
12. How many children are in your household, for whom you and your spouse/partner are responsible?	1.94
a. How many of these attend Evanston schools?	0.51
13. How many friends and/or family members visited you and your spouse/partner from outside the area this year?	7.95
a. How many of these stayed in an Evanston hotel or bed and breakfast?	0.64
b. For all of your visitors who stayed in Evanston, how many total days did they stay in hotels or bed and breakfasts?	1.87

Responses from All Individuals

14. Are you a member of any City of Evanston Boards?	
a. Yes	23
b. No	2,025
15. Are you actively involved in any Evanston Public Schools?	
a. Yes	110
b. No	1,926
If yes, on average, how many hours per month do you volunteer?	8.57
16. Do you volunteer for Evanston charities?	
a. Yes	201
b. No	1,844
If yes, on average, how many hours per month do you volunteer?	7.35
17. Roughly how much did you spend on parking tickets from the City of Evanston last year?	\$30.66
18. Which of the following City of Evanston facilities do you regularly use? Please indicate how many times you or your family members use each facility in a typical year.	
a. Library	6.53
b. City Parks and Beaches	19.55
c. City Recreation Facilities	4.86
d. Other	3.68

