
**THE ECONOMIC SIGNIFICANCE OF
TULANE UNIVERSITY AND HOSPITAL
FOR THE ECONOMIES OF THE
STATE OF LOUISIANA
AND THE
CITY OF NEW ORLEANS**

prepared by
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February 2004



Office of Government Affairs

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EXECUTIVE SUMMARY

The purpose of this study is to demonstrate the contribution of Tulane University and its Hospital/Clinic to the well-being of the Louisiana economy. In terms of employment, Tulane, with 8,000 employees, ranks among the top five private sector employers in the State. If account is also taken of the indirect jobs and earnings associated with serving Tulane's procurement activities and the consumption of Tulane's employees, the significance of Tulane to Louisiana's economy is even larger. Altogether, more than 25,000 workers are associated, directly or indirectly, with Tulane. These workers earn approximately \$689 million in earnings and are responsible for \$81.5 million of State and local tax revenue. In terms of revenues of Louisiana business enterprises, Tulane's activities give rise to more than **\$2 billion annually**. In addition to these monetary measures, Tulane provided higher educational services to nearly 12,250 students of which 3,000 are Louisiana residents.

However, as impressive as these figures may be, and as important as the jobs are to those holding them, Tulane's contribution to the health and vigor of the State economy arises not so much from its impressive employment and payroll numbers but from its role in attracting revenues from out-of-state. Among the sources of such revenues are tuition and fee revenues from Tulane's 9,240 out-of-state students, other consumption spending of such students and their friends and families, and from research grants and contracts from private foundations the federal government. It is most likely that, absent Tulane, such funds would not flow into the State, and hence the jobs and earnings created by such spending would not exist, nor would the State and local tax revenues associated with the spending, jobs, and earnings.

Our calculations indicate that the out-of-state revenue associated with Tulane University and Hospital-Clinic, produces an annual spending impact of approximately **\$1.12 billion**. In turn, this impact is associated with 14,215 jobs and \$377.3 million of earnings. Because of the increased economic activity, governments in Louisiana enjoy an additional \$44.9 million per year of tax revenues. Of this, \$25.6 million accrues to the State and \$19.3 million flows to local governments in the New Orleans metropolitan area. In addition the State of Louisiana enjoys net budgetary savings of \$5.0 million per year by not having to provide higher education to Louisiana residents who attend Tulane.

Tulane is also a powerful engine of economic activity for the City of New Orleans. Our study shows that City employment of 20,517 is associated with Tulane. Translated into financial impacts, this employment is accompanied by \$560 million of earnings, **\$1.079 billion** of sales, and \$31.1 million in City tax revenues. In terms of economic impacts caused by Tulane's presence in the City, the figures become: 13,533 jobs, \$363 million of earnings, \$842 million of sales, and \$18.2 million in tax revenues.

Taken together, these figures point to the strategic importance of Tulane University and Hospital for the economy of Louisiana. When considered along with important but non-quantifiable benefits provided by the presence of a nationally ranked educational institution, this underscores the need to regard Tulane as an important State asset and economic development tool.

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THE ECONOMIC SIGNIFICANCE OF TULANE UNIVERSITY AND HOSPITAL FOR THE ECONOMIES OF THE STATE OF LOUISIANA AND THE CITY OF NEW ORLEANS

INTRODUCTION

This study involves the determination of the economic significance of Tulane University and its Hospital-Clinic for the Louisiana and New Orleans economy. Both private sector and public effects will be considered. As measures of private sector effects we consider increases in revenues of business enterprises¹ (“sales”), employment, and earnings. As measures of public sector impacts we consider increased tax collections and net fiscal benefits. The latter refines tax effects with the savings in State public higher education outlay afforded by Tulane’s presence. Because Tulane’s activities are important to both the State of Louisiana, the City of New Orleans and the New Orleans metropolitan area, separate estimates are provided for each geographic unit.

At the outset, it must be acknowledged and emphasized, that Tulane’s favorable impact on Louisiana and New Orleans goes well beyond the rather narrow measures discussed here. For example, the University and Hospital-Clinic provide resources to the citizens of the greater New Orleans community in the form of volunteer activities in housing projects, prisons, literacy programs, and many other organizations and agencies in need. Tulane’s University College programs increase the knowledge and skills of the community’s residents, which can increase their earnings abilities, as well as their ability to teach younger generations. In addition, the existence of a nationally prominent center of higher education within Louisiana enhances the State’s image as it competes for investment by multi-national corporations.

These important benefits, and many others too numerous to mention, defy objective quantification and are thus omitted from the measures of economic impact derived below. Thus, our estimates should be viewed as conservative. Nevertheless, to the extent that such benefits can be attributable to higher education activities in general, it is not completely inappropriate to neglect them in the second or “net” approach identified below for the measurement of economic impact.

We consider two principal approaches to measuring economic significance. The more straightforward approach focuses on the sheer magnitude Tulane’s economic activities, which we term “gross impacts.”

¹ This measure is often referred to as “economic impact.” However, since employment and earnings effects are also important, and perhaps more significant, economic impacts, we will use the term “sales” to describe business enterprise revenue impacts in this report.

Gross Impact

Three separate measures of gross impact are considered: (1) employment; (2) earnings; (3) business receipts (“spending”). Employment impacts include workers directly employed by Tulane plus those jobs arising indirectly through Tulane’s procurement activities and/or the consumption behavior of Tulane’s students and employees. During the fiscal 2003 budget year, Tulane University and the Hospital Clinic purchased \$196 million in goods and services, much of which was provided by Louisiana based businesses enterprises. Such spending gives rise to further employment opportunities in the state economy. These indirect jobs are often referred to as “ripple effects,” can be estimated using the U.S. Department of Commerce RIMS² multipliers. Estimates can also be compiled for the other two measures of impact along similar lines. Each measure of impact reveals Tulane to be a major player in the Louisiana and New Orleans economies. The economic fortunes of large numbers of residents and firms are closely tied to Tulane’s activities. Moreover, a significant share of State tax revenues are similarly associated with Tulane.

Net Impact

However impressive the gross impacts may be, they tend to overstate Tulane’s true influence because they include some activities that may have existed even in the absence of Tulane University and Hospital-Clinic. Our other approach is to consider only those impacts which owe their existence to Tulane. This means subtracting from the “gross” impacts those effects which likely would have materialized even in the absence of Tulane. The result is a “net” measure of economic impact, or those consequences which can truly be attributable to Tulane. As we shall argue, this involves identifying those activities which supply goods and services produced in Louisiana to out-of-state individuals and out-of-state business and government entities³.

Net Impact vs. Gross Impact

While the “gross” estimates are suggestive of how much economic and fiscal activity in Louisiana is associated with Tulane, they imply little about cause and effect. It could be that it is the Louisiana economy, by providing a market for its services, which makes it possible for Tulane to achieve such numbers. This is nicely illustrated by McDonald’s, an enterprise which employs many thousands of workers statewide. Absent McDonald’s, Burger King or Wendy’s could have absorbed its market share. There is no guarantee that total employment in the fast food business would be more or less. Thus, without further argumentation, one could not infer that employment in higher education in Louisiana is any greater because of Tulane’s presence. A similar conclusion would apply to the so-called “ripple effects.” For the case of McDonald’s, ripple effects would include the employment at bakeries supplying rolls, meatpackers supplying hamburger, and wholesalers supplying paper products. They would also include workers associated with providing clothing for McDonald’s workers as well as the “supplier” workers described in the preceding sentence. However, it should be

² Regional Input-Output Modeling System

³More precisely, those individuals and business entities which would have been non-residents absent Tulane.

clear that such activities would flow from *any* fast-food vendor, and are thus not unique to McDonald's. Therefore it would be entirely inappropriate to attribute such employment to McDonald's.

By way of contrast, consider the Michoud complex in New Orleans East which provides booster rockets used for the space program. The "customer" in this case is the U.S. general public, and while Louisianans are included in this group, it is fair to characterize the overwhelming share of this group as non-residents. If NASA were not present in Louisiana, its employees would not find work with a competitor space program firm located within the state. Moreover, workers in those Louisiana entities which supply materials to NASA would also not find substitute employment. In this very important sense, therefore, it is fair to credit NASA with the creation of job opportunities in Louisiana both within its establishment and in supplying establishments. This would also extend to those people working in firms like McDonald's who serve the employees of NASA and supplying establishments. In other words, such "ripple effects" are properly attributable to NASA.

For many years, Tulane University has held a national reputation for excellence in education, research, and medicine. Consequently, it serves students, patients and citizens nationwide and in many instances worldwide. Absent Tulane, it is highly doubtful that these individuals or research grants would be drawn to other Louisiana by other educational or medical institutions. Their arrival provides increased opportunities for employment and increased wealth for the citizens and State of Louisiana. In this important sense, Tulane has more in common with the NASA complex than it has with other Louisiana colleges and universities, which, for the most part, serve citizens of Louisiana and thereby share the characteristics of McDonald's in the example above. If one of the existing State universities were to be closed, enrollments at other State universities would be correspondingly higher. Even if the lost educational capacity was not replaced, the State resources devoted to the closed university would have been redirected to some other public purpose or to a reduction in taxes. In either event, the resources would have been devoted to other products sold by Louisiana firms. Thus, employment losses at the closed State university would be offset with employment gains elsewhere.

AN OVERVIEW OF THE TULANE ECONOMIC ENTERPRISE

Employment

During its fiscal year 2003, Tulane University's several divisions employed nearly 6,000 employees while the Tulane Hospital-Clinic employed an additional 2,000 workers. These workers earned more than **\$450 million**⁴ during the period. Its **8,000 employees** make Tulane by far the largest private employer in the New Orleans metropolitan area⁵. At the state level, the University is the 7th largest private employer, with the Hospital-Clinic ranking 35th. While disclosure limitations preclude a precise ranking of Tulane's combined operation, we can confidently conclude that the statewide rank among private employers is no less than 5th, and no less than 2nd among private employers that serve primarily an out-of-state clientele.

Spending

Of its student body of 12,266 students, 9,240 originated from out-of-state, with 1,100 of these coming from abroad. The out-of-state student body paid nearly \$210 million in tuition and fees and spent an additional \$97 million upon housing, food and entertainment. We estimate that the families and friends of the out-of-state students spent \$53 million when visiting New Orleans. The total new spending introduced into the New Orleans economy by out-of-state students is **\$360 million**.

Other Revenues from Out-of-State

In addition to student spending, Tulane University attracted nearly \$100 million in federal grants and contracts. Tulane Hospital and Clinic served more than 18,000 out-of-state patients who spent an estimated \$20 million for medical procedures and an additional \$7.5 million upon food lodging and entertainment.

Construction

Tulane University and Hospital-Clinic spends heavily upon construction activity. The University spent an average of \$16.8 million over the 1998-2003 period while the Hospital-Clinic averaged \$4.4 million over the 2001-2003 interval. On average, then, Tulane accounts for more than \$21 million in new construction activity during a typical year.

Summary

Altogether students, patients, research contracts and construction directly pump nearly **\$520 million** of new spending directly into the New Orleans metropolitan economy. This underlies a considerable portion of the 8,000 jobs and \$450 million of payroll mentioned above. The new spending also directly accounts for \$8.7 million of sales taxes for government entities and many millions more income and sales taxes arising

⁴ Gross earnings, including fringe benefits.

⁵ The closest competitor, Avondale Shipyards, has total employment of 5,775.

from the new payroll. And the effects do not stop here because of ripple effects. Recall that Tulane and the Hospital Clinic purchased \$196 million of goods and services during the period. A significant portion of such purchases is a by-product of the tuition revenues from out-of-state students and grants and contracts. Spending out of the new payroll as well as the payroll of local vendors who supply goods and services to Tulane will give rise to further gains in employment, earnings and taxes. The cumulative impacts are discussed in the next section.

MEASURES OF NET IMPACT

Methodology

Direct Effects

Let us begin with the “net” approach to impact measurement. The direct effects, from the perspective of the State, arise in those activities involved in the supply of goods and services to non-residents of Louisiana. In the context of Tulane, these include the costs of education for out-of-state students, consumption activities of the same students, spending by families and friends who visit such students, the costs of medical services to out-of-state hospital patients, federal and private foundation research grants and contracts to Tulane faculty and staff, and gifts to the University from alumni and others. Because construction activities are generally financed through bond sales to out-of-state investors, construction spending is also included.

From the perspective of the City of New Orleans and the metropolitan economy, the relevant direct effects include the same sources as for the state as a whole, plus those services provided to non-residents of the City or metro area who are citizens of the state. In practice, however, such flows are difficult if not impossible to estimate. Fortunately, they tend to be of minor significance. For example, a comparison of RIMS multipliers for the state and metropolitan area show only minor differences.

Figures for grants and contracts, construction, gifts, and procurement outlays are taken directly from Tulane financial statements. Estimates of education revenues are based upon the net, (of financial aid) tuition paid by out-of-state students. Such tuition receipts are computed for each of Tulane’s Colleges and Divisions, and adjusted for the share of out-of-state students for each division. Non-tuition spending by students is estimated for a number of categories of expenditure including: housing, food, books, transportation and parking, insurance, and entertainment. Spending by visiting families and friends is assumed to conform to patterns for tourists to New Orleans in general. Frequency of visitation by families is estimated from information provided by Tulane’s various colleges, including attendance at commencements, parent’s day events, homecoming, and annual matriculation flows. Similar treatment was also given to visitation induced by Tulane’s intercollegiate athletic program. Receipts from out-of-state patients was estimated to be 6.9% of total Hospital-Clinic patient revenues.⁶

Indirect Effects

For each major category of activity, revenues associated with direct effects were tallied and aggregated. To estimate the indirect impacts or ripple effects of the added spending, RIMS II multipliers developed by the U.S. Department of Commerce for Louisiana, the Parish of Orleans, and the New Orleans MSA⁷ were employed. Such multipliers are available for sales (economic impact), earnings, and employment and are computed for a wide variety of industrial and commercial activity. When applied to direct revenues

⁶This figure was supplied by officials of Tulane Hospital-Clinic.

⁷ Metropolitan Statistical Area as defined by the U.S. Office of Management and Budget.

these multipliers provide the total impact for sales, earnings, and employment associated with that revenue category. The separate impacts are then summed to create total impacts. The indirect impact, then, is simply the difference between the total impact and the direct impact.

Tax revenues

The figures for direct expenditure and estimates of total earnings impact are used to project State and local taxes attributable to Tulane's activities. State and local sales tax rates are applied directly to direct expenditure figures where applicable. Revenues from other taxes are obtained by first computing effective rates of sales, excise, personal income, corporate income and franchise, and property taxes, and applying them to the total earnings estimates.

Expenditure Savings

In addition to tax benefits, the State of Louisiana also saves budget resources when Tulane provides education to Louisiana residents. The direct per-pupil cost of public higher education in Louisiana is estimated as the average per student cost at the five largest universities in the state system. The State gives Tulane capitation payments for each Louisiana resident student attending Tulane. However, this grant is but a fraction of the direct cost that would be incurred if they attended one of the Louisiana State universities. The net State saving per Louisiana student who attends Tulane is estimated as the difference between direct cost less capitation payments per student. It should be noted that this procedure significantly understates true budgetary savings because direct costs exclude a large share of the State's capital costs for higher education and neglect land costs altogether.

RESULTS

Net Impact

The results are shown below in Table 1. In the absence of Tulane University and Hospital-Clinic, the State of Louisiana would enjoy **14,215 fewer jobs**, **\$377 million less in earnings**, and **lower sales of more than \$1 billion**. The State Treasury would suffer a loss of nearly **\$26 million in tax revenue** and the **State expenditure** would have to **increase by \$5 million**. Local governments would experience revenue losses of **\$19 million**. Many of these negative impacts would be concentrated within the City of New Orleans. Here employment would fall by **13,500**, earnings by **\$363 million**, local business revenue by **\$842 million**, and City tax revenue by **\$18.8 million**. The impressive size of these numbers points to the importance of Tulane to the economic health of the City and State economies.

Gross Impact

The methodology is the same as for the net impact with the exception that net tuition revenues from *all* students, whether or not Louisiana residents, are included in the direct impact. Similarly, 100% of Hospital-Clinic receipts are included in the direct impact. Inclusive of the Hospital-Clinic, Tulane is one of the five largest private employers in the state of Louisiana, and as such, a vast array of economic activity can be associated with it. In all, directly and indirectly, the gross economic impact to the State associated with Tulane amounts to **24,285 jobs**, **\$688.9 million** in resident earnings, **\$81.5 million** in state-local tax revenues, and over **\$2.5 billion** in total economic impact.

A large portion of this gross economic activity takes place within the City of New Orleans. The gross City impact amounts to over **20,517 jobs**, **\$566.5 million** in resident earnings, **\$31.1 million** in tax revenues, and over **\$1.42 billion** in total local economic impact.

Table 1:
Impacts on the State of Louisiana

	Net Impacts	Gross Impacts
Spending and Employment		
Spending, Direct ^{8,9}	\$558,150,815	\$1,029,295,241
Spending, Total	\$1,116,624,980	\$2,049,461,139
Earnings ¹⁰	\$377,272,894	\$688,860,929
Employment ¹¹	14,215	24,885
Tax Revenue		
State Tax Revenue	\$25,619,068	\$45,738,180
Local Tax Revenue	\$19,247,213	\$35,720,679
State & Local Tax Revenue, Total	\$44,866,281	\$81,458,859
State Expenditure Saving		
State Expenditure Saving	\$5,021,057	\$5,021,057
Fiscal Benefit		
State Fiscal Benefit	\$30,640,125	\$50,759,237
Local Fiscal Benefit	\$19,247,213	\$35,720,679
State & Local Fiscal Benefit, Total	\$49,887,338	\$86,479,916

⁸ In many economic impact studies spending is referred to as economic impact. Because we consider several measures of impact, we adopt the term spending for such effects

⁹ The breakdown between direct and indirect impacts is only meaningful for sales.

¹⁰ Earnings consist of payroll, including fringes, and proprietors earnings.

¹¹ FTEs

Table 2:
Impacts on the City of New Orleans

	Net Impacts	Gross Impacts
Spending and Employment		
Spending, Direct	\$595,760,842	\$1,008,452,942
Spending, Total	\$842,229,904	\$1,419,740,690
Earnings	\$363,226,064	\$566,549,813
Employment	13,533	20,517
Tax Revenue		
City Tax Revenue	\$18,802,675	\$31,118,679

CONCLUSION

Few businesses can show as much benefit to their State and local economy as does Tulane University. Moreover, Tulane is a source of significant fiscal profits to the State as well as to the City of New Orleans. Even without considering its important role in adding to the State and local human capital base or the public services it provides, Tulane is shown to be an extremely valuable economic asset and an impressive “engine” of economic growth and development.

**APPENDIX A:
Breakdown of Results**

Impacts Including Hospital-Clinic*Statewide Impacts*

	NET IMPACTS	GROSS IMPACTS
SPENDING --- DIRECT	558,150,815	1,029,295,241
SPENDING --- TOTAL	1,116,624,980	2,049,461,139
EARNINGS	377,272,894	688,860,929
EMPLOYMENT	14,215	24,885
STATE & LOCAL TAX REVENUE	44,866,281	81,458,859
STATE TAX REVENUE	25,619,068	45,738,180
LOCAL TAX REVENUE	19,247,213	35,720,679
STATE EPENDITURE SAVING	5,021,057	5,021,057
STATE & LOCAL FISCAL BENEFIT	49,887,338	86,479,916
STATE FISCAL BENEFIT	30,640,125	50,759,237
LOCAL FISCAL BENEFIT	19,247,213	35,720,679

City of New Orleans Impacts

	NET IMPACTS	GROSS IMPACTS
SPENDING --- DIRECT	595,760,842	1,008,452,942
SPENDING --- TOTAL	842,229,904	1,419,740,690
EARNINGS	363,226,064	566,549,813
EMPLOYMENT	13,533	20,517
CITY TAX REVENUE	18,802,675	31,118,679
CITY FISCAL BENEFIT	18,802,675	31,118,679

New Orleans MSA Impacts

	NET IMPACTS	GROSS IMPACTS
SALES --- DIRECT	595,760,842	1,008,452,942
SALES --- TOTAL	1,208,372,420	2,033,111,236
EARNINGS	395,251,501	658,782,970
EMPLOYMENT	14,829	23,930
LOCAL TAX REVENUE	20,012,782	34,603,784
LOCAL FISCAL BENEFIT	20,012,782	34,603,784

Impacts Excluding Hospital-Clinic*Statewide Impacts*

	NET IMPACTS	GROSS IMPACTS
SALES --- DIRECT	538,272,395	741,202,205
SALES --- TOTAL	1,078,838,729	1,500,659,473
EARNINGS	365,136,568	512,608,557
EMPLOYMENT	13,823	19,190
STATE & LOCAL TAX REVENUE	43,268,857	58,273,100
STATE TAX REVENUE	24,790,164	33,704,121
LOCAL TAX REVENUE	18,478,693	24,568,978
STATE & LOCAL FISCAL BENEFIT	48,289,915	63,294,157
STATE FISCAL BENEFIT	29,811,221	38,725,178
LOCAL FISCAL BENEFIT	18,478,693	24,568,978

City of New Orleans Impacts

	NET IMPACTS	GROSS IMPACTS
SALES --- DIRECT	547,073,119	720,359,906
SALES --- TOTAL	775,776,088	1,026,042,837
EARNINGS	346,958,091	430,431,502
EMPLOYMENT	13,003	16,088
CITY TAX REVENUE	17,643,578	21,483,476
CITY FISCAL BENEFIT	17,643,578	21,483,476

New Orleans MSA Impacts

	NET IMPACTS	GROSS IMPACTS
SALES --- DIRECT	547,073,119	720,359,906
SALES --- TOTAL	1,115,269,464	1,481,006,157
EARNINGS	366,465,859	488,123,900
EMPLOYMENT	13,892	18,376
LOCAL TAX REVENUE	18,380,695	23,663,431
LOCAL FISCAL BENEFIT	18,380,695	23,663,431

Impacts of Tulane Health Sciences Center

Statewide Impacts

	NET IMPACTS	GROSS IMPACTS
SALES --- DIRECT	208,924,924	584,623,690
SALES --- TOTAL	421,935,548	1,159,339,990
EARNINGS	144,575,802	389,705,691
EMPLOYMENT	5,223	13,456
STATE & LOCAL TAX REVENUE	17,300,244	49,839,478
STATE TAX REVENUE	9,015,135	24,948,658
LOCAL TAX REVENUE	8,285,109	24,890,820
STATE & LOCAL FISCAL BENEFIT	16,630,512	49,169,746
STATE FISCAL BENEFIT	8,345,404	24,278,926
LOCAL FISCAL BENEFIT	8,285,109	24,890,820

City of New Orleans Impacts

	NET IMPACTS	GROSS IMPACTS
SALES --- DIRECT	247,512,343	584,626,190
SALES --- TOTAL	348,860,116	820,165,416
EARNINGS	162,482,840	335,955,810
EMPLOYMENT	5,855	11,711
CITY TAX REVENUE	7,277,518	17,951,513
CITY FISCAL BENEFIT	7,277,518	17,951,513

New Orleans MSA Impacts

	NET IMPACTS	GROSS IMPACTS
SALES --- DIRECT	247,512,343	584,626,190
SALES --- TOTAL	500,881,772	1,173,474,254
EARNINGS	165,360,739	380,122,874
EMPLOYMENT	5,936	13,207
LOCAL TAX REVENUE	7,386,262	19,620,401
CITY FISCAL BENEFIT	7,386,262	19,620,401

Impacts of Tulane School of Public Health & Tropical Medicine

Statewide Impacts

	NET IMPACTS	GROSS IMPACTS
SALES --- DIRECT	46,056,507	48,615,357
SALES --- TOTAL	92,170,888	97,466,929
EARNINGS	30,780,789	32,601,366
EMPLOYMENT	1,157	1,221
STATE & LOCAL TAX REVENUE	3,923,918	4,101,881
STATE TAX REVENUE	2,040,323	2,136,947
LOCAL TAX REVENUE	1,883,595	1,964,934
STATE & LOCAL FISCAL BENEFIT	4,099,463	4,277,426
STATE FISCAL BENEFIT	2,215,869	2,312,492
LOCAL FISCAL BENEFIT	1,883,595	1,964,934

City of New Orleans Impacts

	NET IMPACTS	GROSS IMPACTS
SALES --- DIRECT	40,377,575	49,777,518
SALES --- TOTAL	57,244,748	70,441,692
EARNINGS	21,295,144	27,030,671
EMPLOYMENT	799	1,017
CITY TAX REVENUE	1,078,096	1,401,926
CITY FISCAL BENEFIT	1,078,096	1,401,926

New Orleans MSA Impacts

	NET IMPACTS	GROSS IMPACTS
SALES --- DIRECT	40,377,575	49,777,518
SALES --- TOTAL	82,545,508	101,437,953
EARNINGS	26,745,608	32,689,372
EMPLOYMENT	1,005	1,235
LOCAL TAX REVENUE	1,284,046	1,615,745
LOCAL FISCAL BENEFIT	1,284,046	1,615,745

Impacts of Tulane National Primate Research Center

Statewide Impacts

	NET IMPACTS	GROSS IMPACTS
SALES --- DIRECT	26,047,178	28,665,178
SALES --- TOTAL	54,371,311	59,841,884
EARNINGS	19,431,011	21,390,061
EMPLOYMENT	698	768
STATE & LOCAL TAX REVENUE	2,154,001	2,310,479
STATE TAX REVENUE	1,144,417	1,232,825
LOCAL TAX REVENUE	1,009,584	1,077,654
STATE & LOCAL FISCAL BENEFIT	2,200,598	2,357,076
STATE FISCAL BENEFIT	1,191,014	1,279,421
LOCAL FISCAL BENEFIT	1,009,584	1,077,654

New Orleans MSA Impacts

	NET IMPACTS	GROSS IMPACTS
TOTAL IMPACTS		
SALES --- DIRECT	28,665,178	28,665,178
SALES --- TOTAL	41,637,831	41,637,831
EARNINGS	13,711,234	13,711,234
EMPLOYMENT	495	495
LOCAL TAX REVENUE	548,569	583,666
LOCAL FISCAL BENEFIT	548,569	583,666

APPENDIX B: Information Sources

Consumer Price Index	US Bureau of Labor Statistics
Urban Wage Index	US Bureau of Labor Statistics
Capitation Payments	Tulane Controller -- Doug Harrell
University Employment (FT)	Tulane personnel - Sheila Spindel
University Employment (PT)	Tulane personnel - Sheila Spindel
Hospital Employment	Amy Chapin --HCA Healthcare
State Employment Rank	LA Dept of Labor
Metro Employment Rank	LA Dept of Labor
University Payroll	Tulane Comptroller -- Doug Harrell
Hospital Payroll	Amy Chapin --HCA Healthcare
Financial Aid	Financial aid totals - Financial Aid or Controller's Office
Tulane Tax-exempt Purchases	Controllers Office- Doug Harrell
Tulane Tax exempt Utilities	Controllers Office- Doug Harrell
Tulane Tax-exempt Property	Controllers Office- Doug Harrell
Property Taxes Paid	Amy Chapin --HCA Healthcare
Athletic Data	Larry Quant