

# The Economic Impact of the University of Notre Dame

July 2017

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# Highlights

- In the fall of 2015, Notre Dame employed 5,825 people (excluding students), more than 79 percent of whom were residents of St. Joseph County. From the fall of 2006 through the fall of 2015, non-student employment at Notre Dame rose by 19.1 percent—an increase of 935 jobs.
- Notre Dame’s payroll in fiscal year (FY) 2016 totaled nearly \$502 million.
- In FY 2016, University purchases of goods and services directly supported 958 full-time-equivalent (FTE) jobs with businesses in St. Joseph County, and 239 FTE jobs elsewhere in Indiana.
- In FY 2016, Notre Dame invested \$266.3 million in construction of new and renovation of existing campus facilities. This spending directly supported 1,576 FTE jobs in construction and related industries, including 502 FTE jobs with Indiana-based contractors.
- Taking into account Notre Dame’s direct spending on payroll, purchasing and construction, and the indirect and induced (of “multiplier”) effects of such spending, we estimate that in fiscal year 2016, Notre Dame’s spending directly and indirectly accounted for:
  - 9,756 FTE jobs in St. Joseph County, with earnings totaling \$682.4 million; and
  - More than \$1.0 billion in countywide economic output.
- Off-campus spending by Notre Dame students in FY 2016 directly and indirectly accounted for:
  - 1,414 FTE jobs in St. Joseph County, with earnings totaling nearly \$42.1 million; and
  - Nearly \$126.5 million in countywide economic output.
- Off-campus spending by visitors to the University from outside of St. Joseph County in FY 2016 directly and indirectly accounted for:
  - 2,606 FTE jobs in St. Joseph County, with earnings totaling nearly \$78.7 million; and
  - Nearly \$200.3 million in countywide economic output.
- Combining the impact of University, student and visitor spending, we estimate that in FY 2016, Notre Dame directly and indirectly accounted for:
  - 13,776 FTE jobs in St. Joseph County, with earnings totaling nearly \$803.2 million; and
  - More than \$1.3 billion in countywide economic output.

- In the fall of 2015, a total of 12,292 students were enrolled at Notre Dame, including 8,462 undergraduates and 3,830 graduate and professional students. Between the fall of 2005 and the fall of 2015, total enrollment at Notre Dame grew by 7.7 percent.
- As of the spring of 2017, 1,785 Notre Dame alumni lived in South Bend, and 3,022 lived elsewhere in St. Joseph County.
- In FY 2016, research spending at Notre Dame totaled \$202.2 million—an increase of nearly 157 percent in ten years.
- Notre Dame’s research enterprise is particularly strong in areas that are likely to have the greatest impact on innovation and economic growth during the next decade, including the life sciences, engineering and energy research.
- From FY 2011 through FY 2016:
  - The number of new patent applications filed by Notre Dame’s Office of Technology Transfer, and the number of new patents issued, both rose by 160 percent (from 10 to 26);
  - The number of licensing agreements executed rose by 460 percent (from 5 to 28); and
  - 16 start-up companies were created based on technologies licensed from Notre Dame.
- From its opening in 2009 through the summer of 2016, 59 new ventures were started at Innovation Park at Notre Dame, of which 29 were still operating as of August 2016.
- As of 2016, the first phase of the Eddy Street Commons project—a more than \$200 million mixed-use, pedestrian-oriented development located immediately south of the Notre Dame campus—was nearly complete, and preparations for the second phase of the project were under way.
- During the 2015-16 academic year, 3,944 Notre Dame students (32 percent of all University students) participated in 270 community-based learning courses.
- During the 2015-16 academic year, the Robinson Community Learning Center—a partnership between Notre Dame and South Bend’s Northeast Neighborhood—served more than 5,130 South Bend area children, youth and adults.

# Introduction

The University of Notre Dame—a 175-year-old independent Catholic institution of higher learning located in South Bend, Indiana—is a major contributor to the economy of the South Bend area, and the State of Indiana, both as a major regional enterprise and through its mission of education, research and service to the community. And as a national (and increasingly, a global) institution, Notre Dame also has a growing impact on the world beyond South Bend.

This report assesses the University’s impact in South Bend, in St. Joseph County, and at the state level. Part One of the report analyzes the University’s impact as an enterprise—as a major employer, a buyer of goods and services from local firms and a sponsor of construction projects. Part Two analyzes the impact of local spending by Notre Dame students and visitors to the University.

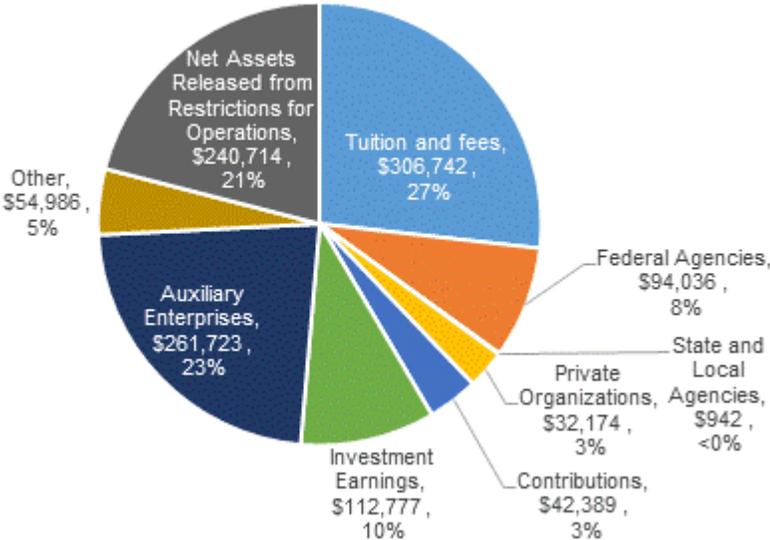
Part Three examines the University’s role in the development of the city’s, the county’s and the state’s human capital. Part Four describes the growth and the breadth of Notre Dame’s research programs; and Part Five highlights the University’s role in supporting innovation and entrepreneurship in the South Bend area.

Part Six describes Notre Dame’s engagement with South Bend and other neighboring communities; and Part Seven briefly discusses why the University’s impact could be even greater in the future than it is today.

# Part One: Notre Dame as an Enterprise

Notre Dame is one of the largest enterprises in St. Joseph County, Indiana. In fiscal year 2016, the University’s revenues totaled \$1.146 billion—an increase of 6.2 percent over fiscal year 2015. Notre Dame generates nearly all of its revenue from sources outside of South Bend and St. Joseph County, much of which is spent within the local area. In fiscal year 2016, Notre Dame’s spending within St. Joseph County (including wages and salaries paid to Notre Dame employees, payments for employee health care and payments to local vendors and contractors) totaled nearly \$650.0 million—an amount equivalent to 56.7 percent of total University revenues during the same period.

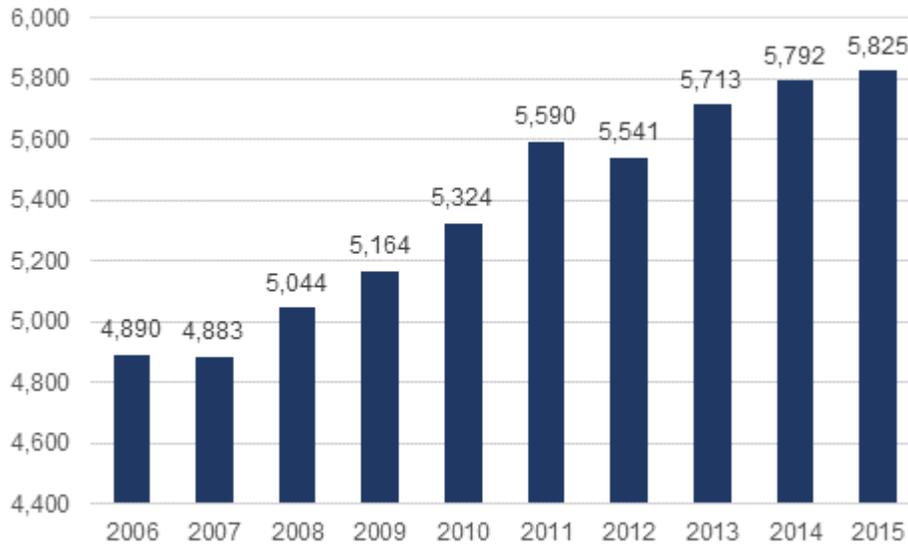
**Figure 1: Notre Dame revenues by source, FY 2016 (in \$000s)**



## Notre Dame as an employer

In the fall of 2015, the University of Notre Dame directly employed 5,825 people (excluding student employees), making it one of the largest employers, public or private, in St. Joseph County. In addition to these regular full- and part-time employees, Notre Dame employed 1,330 graduate students as research and teaching assistants, and 2,901 undergraduate students in a variety of part-time jobs. Between the fall of 2006 and the fall of 2015 (as shown in Figure 2), non-student employment at Notre Dame grew by 19.1 percent—an increase of 935 employees.

**Figure 2: Total non-student employment at Notre Dame, fall 2006 – fall 2015**

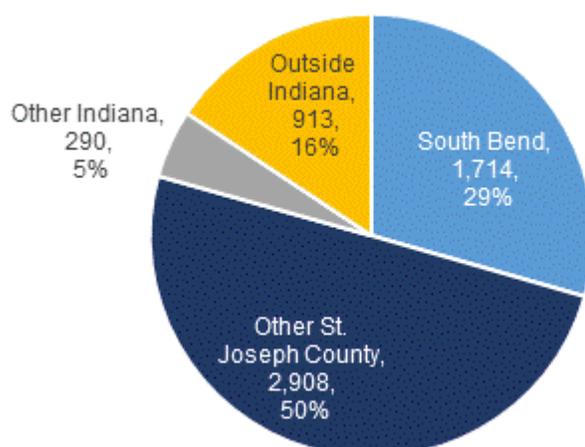


Wages and salaries paid to Notre Dame employees (including graduate assistants) in fiscal year 2016 totaled nearly \$501.8 million.

### *Where Notre Dame employees live*

As shown in Figure 3, in the fall of 2015, 4,622 non-student employees of Notre Dame (79.3 percent of total non-student employment) lived in St. Joseph County, including 1,714 (29.4 percent of non-student employees) who lived in South Bend. An additional 290 employees (5.0 percent) lived elsewhere in Indiana.

**Figure 3: Notre Dame non-student employees by place of residence, fall 2015**



In addition to being one of the largest employers in the county, Notre Dame is a major employer of county residents. Using 2015 American Community Survey (ACS) data from the U.S. Census Bureau, we estimate that in 2015, approximately 3.8 percent of all employed residents of South Bend, and 3.7 percent of all employed residents of St. Joseph County, were employed by Notre Dame.

## Purchasing of goods and services

In fiscal year 2016, Notre Dame spent nearly \$132.4 million on the purchase of goods and services (excluding construction) from businesses located in St. Joseph County, and \$25.8 million on the purchase of goods and services from businesses located elsewhere in Indiana.<sup>1</sup>

Leading categories of goods and services purchased by Notre Dame from businesses located in St. Joseph County and elsewhere in Indiana in fiscal year 2016 include:

- Health care (including both employee health insurance and other types of health care spending such as the cost of health services for Notre Dame athletic teams);
- Travel, entertainment and special events;
- HVAC and other building services and facility support;
- Printing and advertising;
- Professional and technical services;

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<sup>1</sup> For purposes of calculating the economic impact of spending by the University of Notre Dame, employee health insurance is treated as a purchased service.

- Subcontracts with other universities; and
- Utilities.

Using the IMPLAN input-output economic modeling system—a modeling tool commonly used in economic impact analyses—we estimate that in fiscal year 2016, the University of Notre Dame’s purchases of goods and services directly supported 958 full-time-equivalent (FTE) jobs in St. Joseph County, and an additional 239 FTE jobs elsewhere in Indiana.

## The impact of Notre Dame construction

Between fiscal year 2012 and fiscal year 2016, the University of Notre Dame invested a total of approximately \$659.0 million in construction and renovation of campus facilities—an average of approximately \$131.8 million annually.

In fiscal year 2016, Notre Dame spent more than \$266.3 million on construction and renovation projects, of which \$10.7 million was paid to contractors located in St. Joseph County and \$74.4 million was paid to contractors located elsewhere in Indiana. Examples of major projects completed or underway during fiscal year 2016 (in addition to the Campus Crossroads project, described below) include:

- **McCourtney Hall of Molecular Sciences and Engineering**, a 220,000-square-foot, \$80 million facility for research in molecular biology, biochemistry and biomolecular engineering. The first building to be constructed as part of Notre Dame’s new East Campus Science Complex, McCourtney Hall was completed in the summer of 2016.
- **Dunne and Flaherty Halls**, two new 71,000-square-foot residence halls that provide housing for 221 men and 225 women, respectively. Located on the northeast side of Notre Dame’s campus, the two new residence halls opened in the fall of 2016.
- **Jenkins and Nanovic Halls**, an 181,000-square-foot facility that includes two interconnected buildings for international institutes and the social sciences, including Notre Dame’s new Keough School of Global Affairs. The \$72.0 million facility is scheduled to open for the fall of 2017.
- The **Ricci Family Fields and Geothermal Well Field** project, a three-phase project involving excavation of the site, drilling of approximately 650 geothermal wells, construction of three new synthetic turf fields and a new support building for use by the University’s marching band. Once completed in the summer of 2017, the system will be one of the University’s three geothermal systems that together will have the capacity to decrease Notre Dame’s carbon footprint by eight percent.

Using IMPLAN, we estimate that in fiscal year 2016, Notre Dame’s spending on construction and renovation of facilities directly supported 1,576 FTE jobs in construction and related industries. This total included 502 FTE jobs with Indiana contractors, including 62 FTE jobs with contractors based in St. Joseph County.

## ***The Campus Crossroads Project***

In the spring of 2013, Notre Dame launched an intensive, nine-month study of the feasibility of expanding the Notre Dame Stadium, and at the same time integrating it more effectively into the day-to-day life of the University. The product of this effort is the Campus Crossroads Project—the largest construction project in Notre Dame’s history.

The \$400 million, 750,000-square-foot project involves construction of three new structures, all attached to the stadium, that will provide additional classrooms, research space, digital media facilities and space for student activities, along with performance, event, meeting and hospitality space. The project, scheduled to be completed in the summer of 2017, includes:

- ***Duncan Student Center***, a new nine-story, 400,000-square-foot building on the west side of the stadium that provides student lounges, dining options, student organization offices, and fitness and recreation facilities, as well as an expanded career services center, an employer lounge and advising offices.
- ***Corbett Family Hall***, a new nine-story, 280,000-square-foot building on the stadium’s east side that will provide classrooms, research and office space for Notre Dame’s anthropology and psychology departments, and a new 2,000-square-foot digital media center.
- ***O’Neill Hall***, a new six-story, 107,000-square-foot building on the south end of the stadium that provides new space for the University’s Department of Music and the Sacred Music program, including classrooms, offices and recital and rehearsal space.

In addition to these academic and student uses, the upper levels of the east and west buildings will be integrated into the stadium, providing new premium seating for 3,000 to 4,000 spectators, as well as supporting club amenities. In addition to increasing the stadium’s capacity and providing needed academic space, the additional space and support facilities the project provides will make it possible to expand the range of activities that the stadium can accommodate—including, for example, events in sports other than football, concerts and other events.

Construction of new and renovation of existing campus facilities contributes to the economic vitality of the South Bend area not only through the creation of jobs and contracting opportunities, but also by enhancing the University’s capacity to fulfill its mission of education, research and service to the community. Buildings such as McCourtney Hall, for example, are needed to support the continued growth of Notre Dame’s research enterprise, to help the University attract and retain world-class scientists and engineers, and to expand opportunities for Notre Dame students to participate in advanced research. The new building also enhances the University’s ability to conduct research aimed at finding practical solutions to some of the world’s most pressing problems, from the need expand access to clean drinking water to the development of new biofuels to improved treatment of cancer and other diseases.

Over the next four years, from fiscal year 2017 to fiscal year 2020, Notre Dame estimates that it will spend a total of approximately \$856.6 million on construction and renovation projects.

## Measuring the multiplier effect

The jobs and economic activity generated by the University of Notre Dame's spending on payroll, purchasing and construction are not limited to the direct impacts cited above. Using a tool of economic analysis called an input-output model, we can also estimate the indirect and induced (or "multiplier") effects of spending by Notre Dame—the economic activity resulting from:

- Spending within St. Joseph County and elsewhere in Indiana by the local suppliers and contractors from whom Notre Dame buys goods and services (the indirect effect); and
- Household spending within St. Joseph County and elsewhere in Indiana by Notre Dame employees, and by employees of the University's suppliers and contractors (the induced effect).

Using IMPLAN, we estimate that spending by Notre Dame on payroll (including graduate assistants), purchasing and construction in fiscal year 2016 indirectly accounted for:

- 2,912 FTE jobs in St. Joseph County, with earnings totaling nearly \$128.0 million; and
- \$368.9 million in countywide economic output.

## Direct, indirect and induced effects of Notre Dame's spending

Taking into account the number of people directly employed by Notre Dame (excluding student employees), their wages and salaries (including graduate assistants), Notre Dame's payments to local vendors and contractors, and the indirect and induced impact of Notre Dame's spending, we estimate that in fiscal year 2016, Notre Dame's spending directly and indirectly accounted for:

- 9,756 FTE jobs in St. Joseph County, with earnings totaling \$682.4 million; and
- More than \$1.0 billion in countywide economic output.

Statewide (including St. Joseph County), we estimate that Notre Dame's spending directly and indirectly accounted for:

- 11,051 FTE jobs in Indiana, with earnings totaling nearly \$743.5 million; and
- Nearly \$1.2 billion in statewide economic output.

Table 1 and Table 2 summarize the total impact of Notre Dame's spending on payroll (including graduate assistants), purchasing and construction in St. Joseph County and Indiana.

**Table 1: Direct, indirect and induced impact of Notre Dame’s spending in St. Joseph County, FY 2016 (jobs in FTE, wages and output in \$000s)**

	<b>Jobs</b>	<b>Wages</b>	<b>Output</b>
<b>Direct spending impact</b>			
Payroll	5,825	\$501,775.5	\$501,775.5
Purchasing/construction	1,019	\$52,665.7	\$133,249.7
<i>Subtotal, direct impact</i>	<i>6,844</i>	<i>\$554,441.1</i>	<i>\$635,025.1</i>
<b>Indirect and induced effects</b>			
Employee spending	2,272	\$97,634.8	\$282,569.1
Contractor and vendor spending	639	\$30,354.1	\$86,331.9
<i>Subtotal, indirect/induced effects</i>	<i>2,912</i>	<i>\$127,989.0</i>	<i>\$368,901.0</i>
<b>Total</b>	<b>9,756</b>	<b>\$682,430.1</b>	<b>\$1,003,926.1</b>

**Table 2: Direct, indirect and induced impact of Notre Dame’s spending in Indiana, FY 2016 (jobs in FTE, wages and output in \$000s)**

	<b>Jobs</b>	<b>Wages</b>	<b>Output</b>
<b>Direct spending impact</b>			
Payroll	5,825	\$501,775.5	\$501,775.5
Purchasing/construction	1,699	\$86,783.3	\$232,101.9
<i>Subtotal, direct impact</i>	<i>7,524</i>	<i>\$588,558.8</i>	<i>\$733,877.4</i>
<b>Indirect and induced effects</b>			
Employee spending	2,397	\$102,744.6	\$299,294.9
Contractor and vendor spending	1,130	\$52,186.0	\$157,534.2
<i>Subtotal, indirect/induced effects</i>	<i>3,527</i>	<i>\$154,930.6</i>	<i>\$456,829.1</i>
<b>Total</b>	<b>11,051</b>	<b>\$743,489.4</b>	<b>\$1,190,706.4</b>

## Contributing to state and local government revenues

Despite its tax-exempt status, Notre Dame’s operations generate tax revenues for state and local government in variety of ways. In fiscal year 2016, Notre Dame’s payments to state and local governments in Indiana included:

- Nearly \$14.3 million in state income taxes withheld from the wages and salaries of Notre Dame employees;
- \$183,976 in unemployment insurance taxes;
- Nearly \$1.5 million in water and sewer fees;
- \$709,930 in property taxes;
- \$330,000 in voluntary payments to local governments;
- Nearly \$302,500 in other local government taxes and fees (including the St. Joseph County hotel tax); and
- Nearly \$67,200 in miscellaneous taxes and fees to the State of Indiana.

# Part Two: The Impact of Student and Visitor Spending

In addition to the impact of Notre Dame's own spending on payroll, purchasing and construction, off-campus spending by Notre Dame students and by non-local visitors to Notre Dame also contributes to the vitality of the St. Joseph County economy.

## The impact of student spending

The impact of student spending is determined in part by whether students live on campus or off-campus in South Bend and the surrounding communities. In the fall of 2015, approximately 75.0 percent of all undergraduates and 15.3 percent of all graduate and professional students lived in Notre Dame-owned housing. In addition, 2,145 undergraduate and graduate students were enrolled in courses at Notre Dame during the summer of 2016, of whom approximately 30.6 percent lived on campus.

After netting out wages paid to graduate assistants who are employed by Notre Dame (which have already been included in Notre Dame's spending on payroll), we estimate that during fiscal year 2016, off-campus spending by Notre Dame students—on housing, food, transportation, books, supplies and personal expenses—totaled nearly \$108.5 million. Using IMPLAN, we estimate that this spending directly and indirectly accounted for:

- 1,414 FTE jobs in St. Joseph County, with earnings totaling nearly \$42.1 million; and
- Nearly \$126.5 million in countywide economic output.

## The impact of visitor spending

Off-campus spending by visitors to Notre Dame similarly contributes to the vitality of the local economy. Based on data compiled by Notre Dame, we estimate that during the 2015-16 academic year, nearly 1.8 million people visited the Notre Dame campus—for athletic events, admissions visits, conferences, alumni events, masses at the Basilica of the Sacred Heart, commencement, concerts and other performances, and other purposes.<sup>2</sup> Of these visitors, we estimate that approximately 48.0 percent (more than 857,250) came from outside of St. Joseph County.

Based on data obtained from Visit South Bend Mishawaka on spending by visitors to St. Joseph County, we estimate that during fiscal year 2016, off-campus spending by non-local visitors to

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<sup>2</sup> This estimate probably understates the total number of visitors to Notre Dame since it leaves out several types of visitors for whom no data are available, such as friends and family members who visit Notre Dame students during the course of the academic year, and representatives of vendors, contractors, research partners and others who have business at Notre Dame.

Notre Dame—on food, shopping, lodging, entertainment and transportation—totaled more than \$182.8 million. Using IMPLAN, we estimate that this spending directly and indirectly accounted for:

- 2,606 FTE jobs in St. Joseph County, with earnings totaling nearly \$78.7 million; and
- Nearly \$200.3 million in countywide economic output.

### *Notre Dame football as a generator of visitor traffic*

The number of people who come to South Bend for on-campus events at Notre Dame, and the multiple ways in which they contribute to the local economy, is most evident when we focus on the impact of a Notre Dame football weekend.

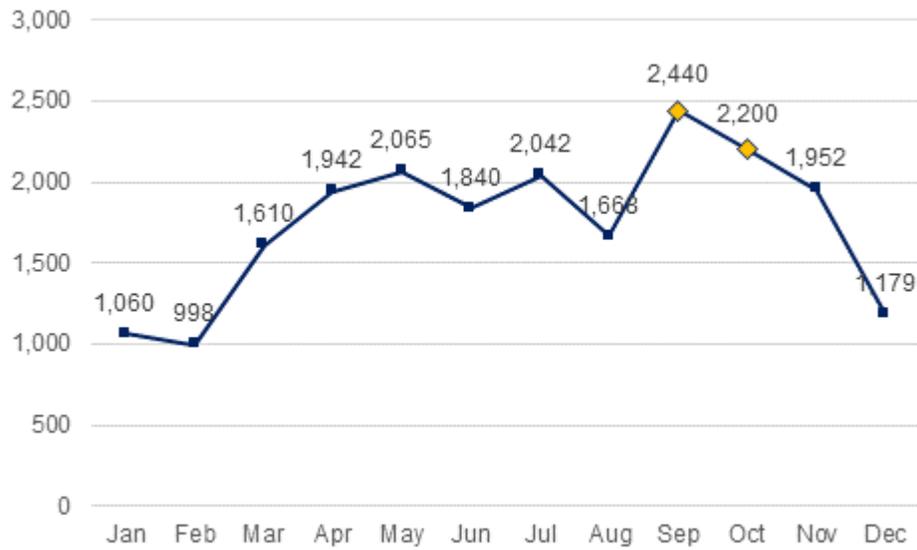
Table 3 shows an estimate of the number of visitors who came from outside of St. Joseph County to attend football games at Notre Dame during the 2015-16 football season (including the Blue-Gold game). We estimate that during the 2015-16 Notre Dame football season, an average of more than 52,000 non-local visitors came to South Bend each football weekend to attend home games (excluding the Blue-Gold game).

**Table 3: Estimated number of non-local visitors to Notre Dame home football games by type of visitor, 2015-16 football season**

Type of football visitor	Estimated number of non-local visitors
Football fans	307,460
Football media	1,565
Football visiting teams	1,003
Spring game attendees	2,179
Spring football media	115
Sports recruits	2,041
<b>Total</b>	<b>314,363</b>

The spike in visitor traffic in South Bend is evident from data on general aviation into and out of South Bend-Mishawaka Regional Airport. As Figure 4 shows, in 2015, the average number of general aviation flights in South Bend Regional Airport during the months in which Notre Dame had home football games (excluding the Blue-Gold game) was 41.8 percent higher than the monthly average during the rest of the year. (The gold diamonds in Figure 4 represent months during which Notre Dame played a home football game.)

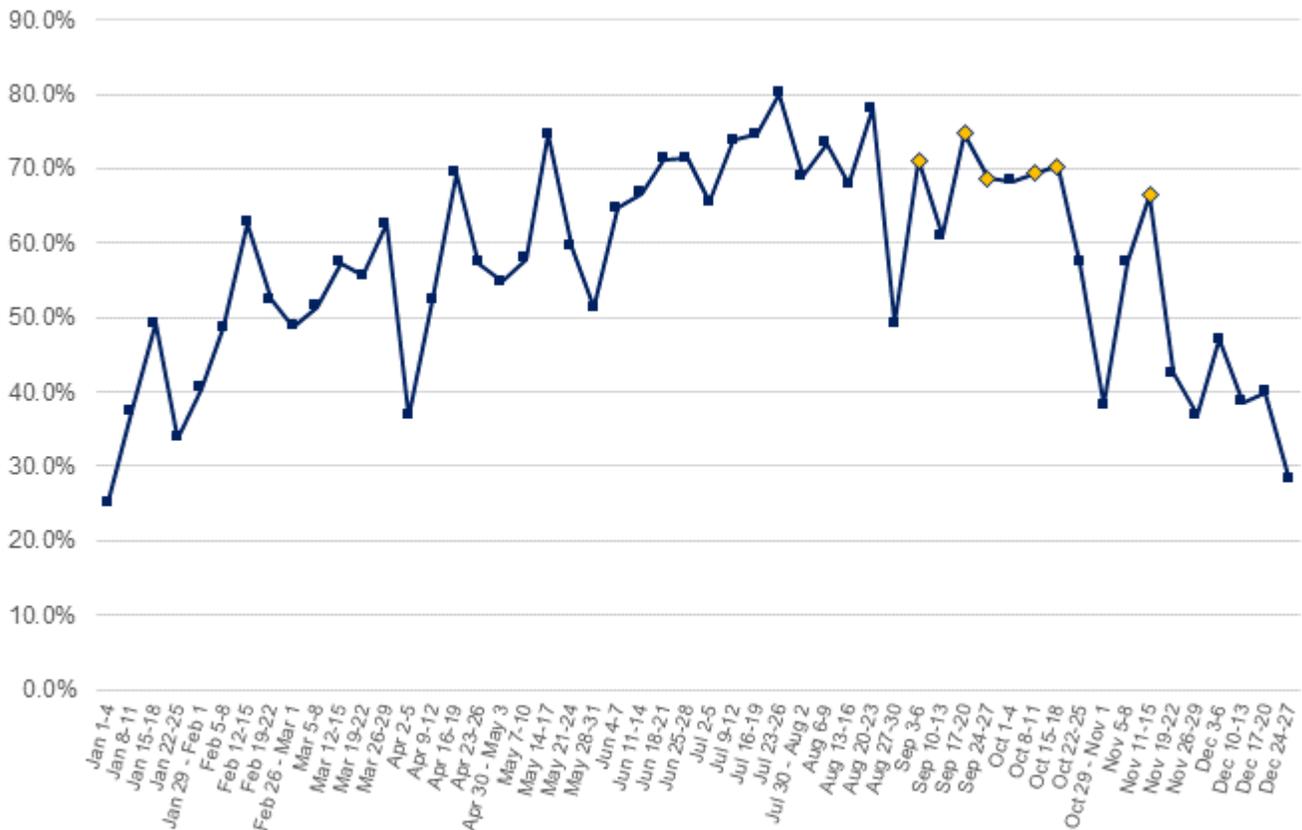
**Figure 4: Monthly general aviation flights at South Bend-Mishawaka Regional Airport, 2015**



*Source: St. Joseph County Airport Authority*

Notre Dame home football games also have a significant impact on demand for hotel rooms. As Figure 5 shows, occupancy rates at hotels in St. Joseph County spiked on weekends during which Notre Dame had a home football game. In 2015, the average occupancy rate on the six weekends during which Notre Dame had a home football game (excluding the Blue-Gold game) was 26.0 percent higher than the average for non-football weekends. (The gold diamonds in Figure 5 represent weekends during which Notre Dame played a home football game.)

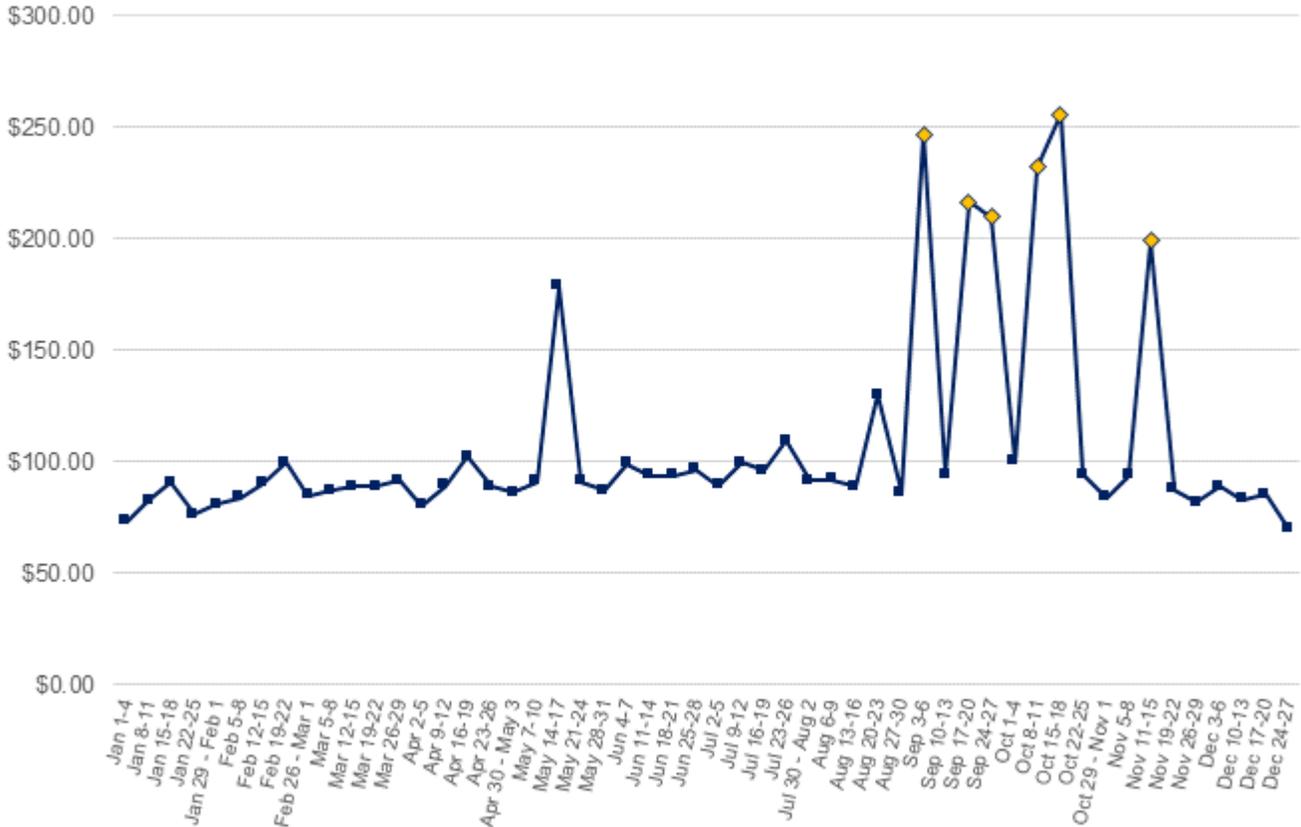
**Figure 5: Weekend (Thursday-Saturday) hotel occupancy rates in St. Joseph County, 2015**



Source: South Bend/Mishawaka Convention and Visitors Bureau

As Figure 6 shows, average daily room rates at hotels in St. Joseph County also rose on weekends during which Notre Dame had a home football game. On the six weekends during which Notre Dame had a home football game (excluding the Blue-Gold game), the average cost of a hotel room in St. Joseph County exceeded \$225—more than double the average cost for non-football weekends in 2015; and on one of these football home game weekends, the average daily rate reached as high as \$255. (The gold diamonds in Figure 6 represent weekends during which Notre Dame played a home football game.)

**Figure 6: Weekend (Thursday-Saturday) average daily room rates at hotels in St. Joseph County, 2015**



Source: South Bend/Mishawaka Convention and Visitors Bureau

Taking into account the higher cost of hotel rooms during weekends in which Notre Dame played a home football game, we estimate that on football weekends during the 2015-16 football season (excluding the Blue-Gold game), off-campus spending by visitors to Notre Dame home football games averaged nearly \$15.1 million per football weekend, including an average of more than \$13.6 million in off-campus spending by visitors from outside of St. Joseph County per football weekend.<sup>3</sup>

<sup>3</sup> These estimates do not include off-campus football-weekend spending by Notre Dame students, faculty or staff. The impact of such spending on the local economy is already included in our analyses of the impact of employee and student spending.

## Adding it all up: the impact of Notre Dame, student and visitor spending

When the impact of Notre Dame's spending on payroll (including graduate assistants), purchasing and construction is combined with the impact of student and visitor spending, we estimate that in fiscal year 2016, Notre Dame directly and indirectly accounted for:

- 13,776 FTE jobs in St. Joseph County, with earnings totaling nearly \$803.2 million; and
- More than \$1.3 billion in countywide economic output.

These combined impacts are summarized below in Table 4.

**Table 4: Total impact of spending by Notre Dame, students and non-local visitors in St. Joseph County, FY 2016 (jobs in FTE, wages and output in \$000s)**

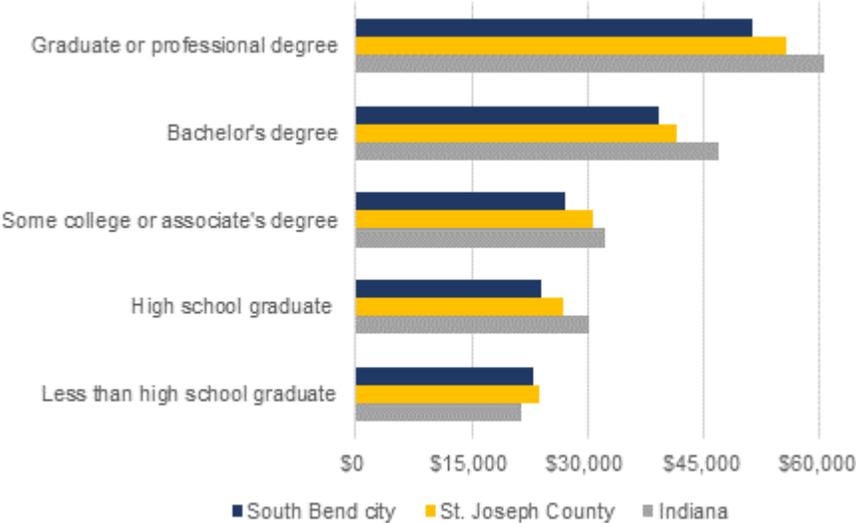
	Jobs	Wages	Output
<b>Impact of Notre Dame spending</b>			
Direct	6,844	\$554,441.1	\$635,025.1
Indirect/induced	2,912	\$127,989.0	\$368,901.0
<i>Subtotal, Notre Dame spending impact</i>	9,756	\$682,430.1	\$1,003,926.1
<b>Impact of student spending</b>			
Direct	1,080	\$26,709.5	\$82,657.5
Indirect/induced	333	\$15,379.3	\$43,817.5
<i>Subtotal, student spending impact</i>	1,414	\$41,088.8	\$126,475.0
<b>Impact of visitor spending</b>			
Direct	2,022	\$51,090.4	\$121,961.5
Indirect/induced	584	\$27,584.3	\$78,308.4
<i>Subtotal, visitor spending impact</i>	2,606	\$78,674.7	\$200,269.8
<b>Total</b>	<b>13,776</b>	<b>\$803,193.6</b>	<b>\$1,330,670.9</b>

# Part Three: Developing Human Capital

Human capital—the totality of knowledge, skills and experience accumulated over time by a community’s or a region’s workforce—is perhaps the single most important contributor to economic growth.

Data published by the U.S. Census Bureau highlight the impact of education on individual workers’ earnings. As Figure 7 shows, in 2015 the median annual earnings of adult St. Joseph County residents who had bachelor’s degrees were more than \$14,810 greater (55.2 percent higher) than the median earnings of those who had only a high school diploma; and the median earnings of those with graduate or professional degrees were \$28,850 greater (107.4 percent higher) than the earnings of those with no education beyond high school.

**Figure 7: Median earnings (in 2015 inflation adjusted dollars) by educational attainment for residents 25 years and older in South Bend, St. Joseph County and Indiana, 2015**



*Source: 2015 American Community Survey (1-Year Estimates), Social Explorer; U.S. Census Bureau*

The economic benefits of higher education, however, are not limited to those who earn degrees. A study published by the Milken Institute in 2013 found that in U.S. metropolitan areas, adding one year of schooling to the educational attainment of workers who already had a high school

diploma increased average GDP per capita by 17.4 percent and average real wages by 17.8 percent.<sup>4</sup>

Non-college educated workers also benefit from this effect. University of California economist Enrico Moretti has shown that “the earnings of a worker with a high school education rise by about 7 percent as the share of college graduates in his [metropolitan area] increases by 10 percent.”<sup>5</sup>

## Student enrollment at Notre Dame

In the fall of 2015, a total of 12,292 students were enrolled at Notre Dame, including 8,462 undergraduates and 3,830 graduate and professional students. Table 5 shows undergraduate and graduate and professional student enrollment by school during the fall of 2015.

**Table 5: Undergraduate and graduate enrollment at Notre Dame by college/school, fall 2015**

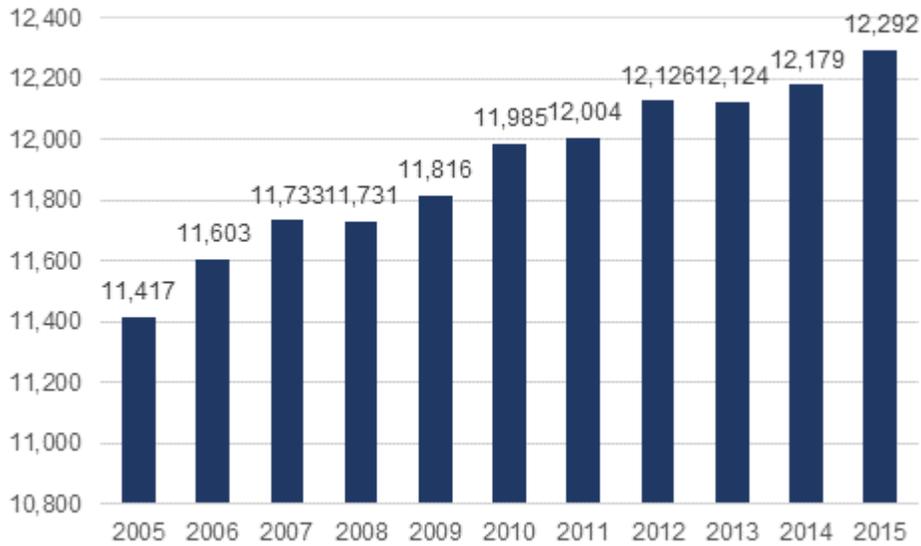
College/School	Undergraduate students	Graduate students
School of Architecture	131	39
College of Arts and Letters	1,742	1,173
Mendoza College of Business	2,046	722
College of Engineering	1,316	507
College of Science	1,167	589
First Year of Studies	2,023	–
The Law School	–	615
Non-degree seeking	37	185
<b>Total</b>	<b>8,462</b>	<b>3,830</b>

Between the fall of 2005 and the fall of 2015 (as shown in Figure 8), total enrollment at Notre Dame grew by 7.7 percent—an increase of 875 students. During that same period, undergraduate student enrollment grew by 2.3 percent (187 students), and graduate and professional student enrollment grew by 21.9 percent (688 students).

<sup>4</sup> Ross DeVol et al., *A Matter of Degrees: The Effect of Educational Attainment on Regional Economic Prosperity*, The Milken Institute, February 2013, p.1.

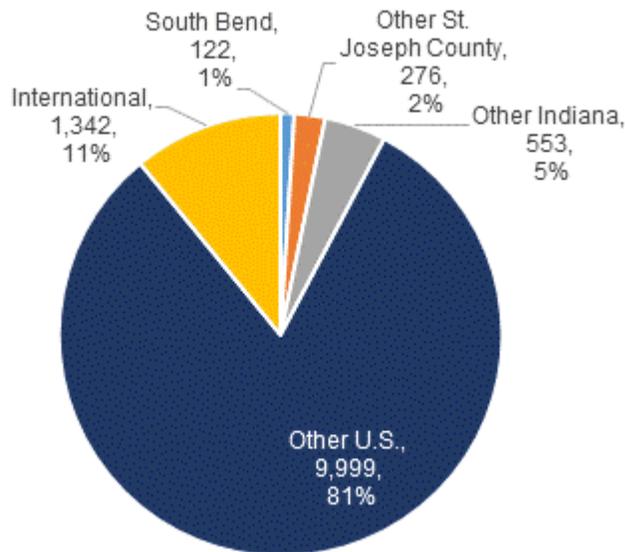
<sup>5</sup> Enrico Moretti, *The New Geography of Jobs*, (Houghton Mifflin Harcourt, 2012), p. 98.

**Figure 8: Total enrollment at Notre Dame, fall 2005 – fall 2015**



Of all those enrolled at Notre Dame in the fall of 2015 (as shown in Figure 9), 398 students (3.2 percent of total enrollment) were residents of St. Joseph County, 553 students (4.5 percent) were from elsewhere in Indiana, and 9,999 students (81.3 percent) were from elsewhere in the U.S. International student enrollment totaled 1,342—10.9 percent of total enrollment. International students accounted for 6.9 percent of total undergraduate enrollment, and 19.8 percent of total graduate and professional student enrollment.

**Figure 9: Total enrollment at Notre Dame by student’s permanent place of residence, fall 2015**



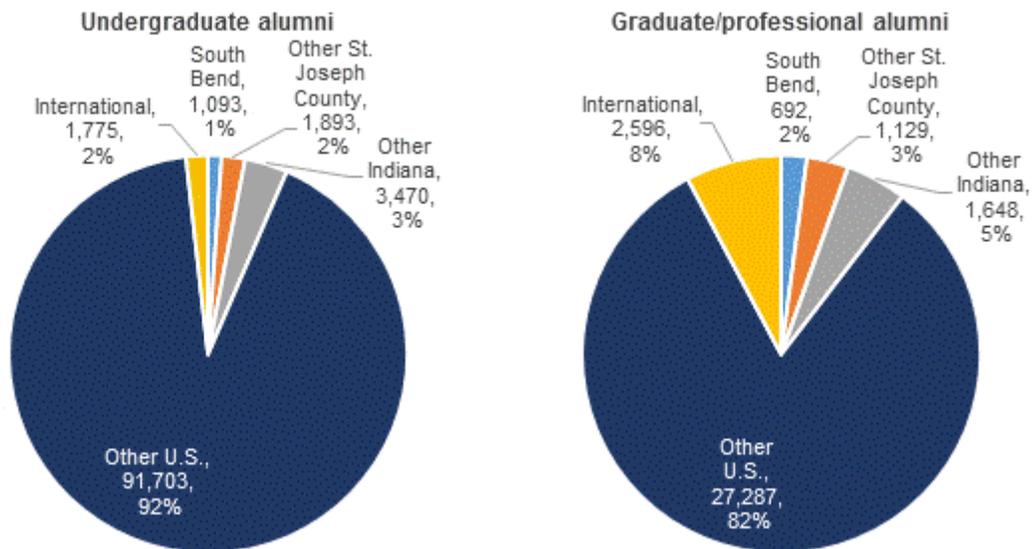
## Making a Notre Dame education more affordable

Financial aid that Notre Dame provides from its own resources helps to ensure that students can get access to the educational opportunities Notre Dame offers. During the 2015-16 academic year, Notre Dame provided nearly \$126.7 million in institutional grant aid and work study to undergraduate students, including nearly \$6.7 million to students from St. Joseph County, more than \$5.7 million to students from elsewhere in Indiana, nearly \$106.3 million to students from elsewhere in the U.S., and more than \$7.9 million to international students.

## Where Notre Dame alumni live

Just as Notre Dame attracts students from all over the U.S. and internationally, its alumni can be found across the globe. As of the spring of 2017 (as shown in Figure 10), of the 99,934 living undergraduate alumni for whom current addresses are known, 2,986 (3.0 percent) lived in St. Joseph County, 3,470 (3.5 percent) lived elsewhere in Indiana, 91,703 (91.8 percent) lived elsewhere in the U.S., and 1,775 (1.8 percent) lived outside the U.S. As of the same time period, of the 33,352 living graduate and professional alumni for whom current addresses are known, 1,821 (5.5 percent) lived in St. Joseph County, 1,648 (4.9 percent) lived elsewhere in Indiana, 27,287 (81.8 percent) lived elsewhere in the U.S., and 2,596 (7.8 percent) lived internationally.

**Figure 10: Notre Dame alumni by place of residence, as of March 2017**



Although most students come to Notre Dame from outside the South Bend area and leave after they graduate, Notre Dame is still a significant contributor to the area's college-educated workforce. Based on 2015 ACS data from the U.S. Census Bureau, we estimate that Notre Dame alumni accounted for approximately 10.0 percent of all St. Joseph County residents who had at least a bachelor's degree.

## Preparing Notre Dame students for tomorrow's economy

Through its high-quality undergraduate, graduate and professional programs, Notre Dame is preparing its students to succeed in tomorrow's economy. Below we cite a few examples Notre Dame degree programs introduced during the last few years.

- Since 2014, the College of Arts and Letters' Department of Psychology and the College of Science's Department of Biological Sciences have jointly offered an ***undergraduate major in Neuroscience and Behavior***. The program offers students opportunities to explore the complex relationships among the brain, the mind and human behavior.
- In 2012, Notre Dame's Department of Economics introduced a new ***undergraduate major in International Economics***, which seeks to equip students with "both the analytical and cultural skills needed to navigate today's interconnected global economy." The program combines at least eight economics courses with seven to ten courses in foreign languages, culture and history. Language options include Arabic, Chinese, French, German, Italian, Japanese, Russian and Spanish.
- In 2017 the University's Political Science Department introduced an ***undergraduate certificate in International Security***, targeted to students interested in careers in foreign policy and national security.
- The Department of Civil and Environmental Engineering and Earth Sciences' new ***minor in Resiliency and Sustainability of Engineering Systems*** focuses on relationships between the built and natural environments, and how they can be managed more effectively.
- In 2016 Notre Dame announced a new online ***master's degree in Data Science***—a 21-month program designed for working professionals seeking to use the tools and insights of data science across a wide range of industries and insights. The program—designed in collaboration with AT&T—includes weekend "immersion" experiences with Notre Dame faculty and industry experts in South Bend and in Silicon Valley.
- The College of Science's cross-departmental ***Integrated Biomedical Sciences Ph.D. program***, launched in the fall of 2013, offers students the opportunity to engage in biomedical research and training as part of one of the program's seven "thematic research and training clusters" that combine research being done across the College's different departments and disciplines, including work that is being done in collaboration with the

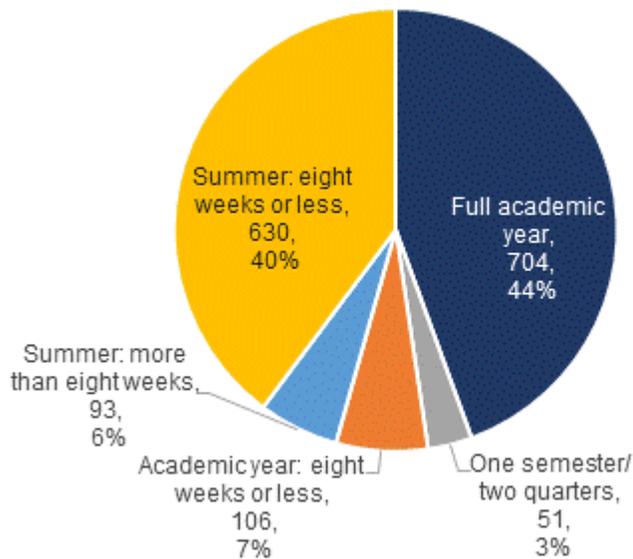
Indiana University School of Medicine—South Bend. The research clusters focus on a variety of different topics, from genomics, cancer biology and immunology and infectious diseases to chemical biology and molecular pharmacology.

## Living and working in a global community

Notre Dame has also long been a leader in preparing its students to live and work in an increasingly global economy. Through its study abroad programs, exchange programs, short-term cultural immersion programs, and research and service learning opportunities abroad, Notre Dame provides extensive opportunities for its students to gain international experience.

During the 2015-16 academic year (as shown in Figure 11), 755 undergraduate students spent at least one semester studying abroad, 723 undergraduate students participated in summer study abroad programs, and 106 undergraduate students participated in short-term study abroad programs during the academic year. Among all those who were awarded bachelor's degrees during the 2015-16 academic year, 33.9 percent (712 students) spent at least one semester abroad while enrolled at Notre Dame.

**Figure 11: Notre Dame undergraduate student study abroad participation by length/type of program, 2015-16 academic year**



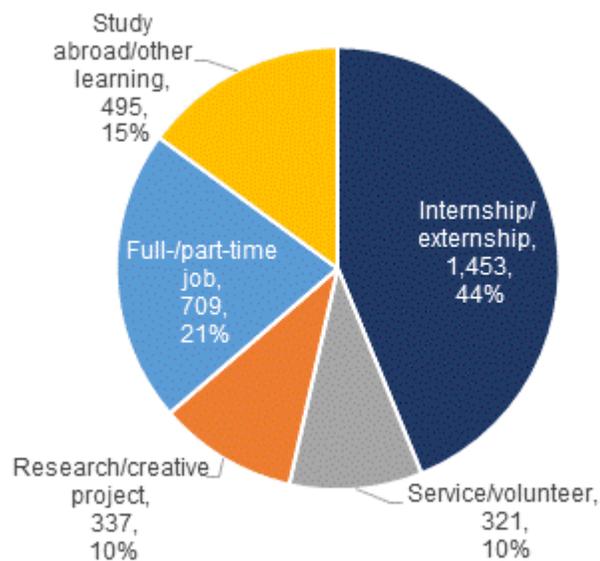
Overall, in 2014-15, Notre Dame ranked 4<sup>th</sup> among U.S. doctorate-granting universities in terms of the percentage of undergraduate students who participated in study abroad programs (64.2 percent).<sup>6</sup>

## Learning through experience

Experiential learning plays an important role in undergraduate education at Notre Dame. Programs that combine practical experience with academic learning can take several forms, including participation in research projects, service learning opportunities, and internships.

According to data collected by Notre Dame on undergraduate students' summer experiences, during the summer of 2016 (as shown in Figure 12), 1,453 undergraduate students (43.8 percent of the total 3,315 reported summer experiences) reported that they participated in some type of internship or externship, 709 undergraduates (21.4 percent of the total reported summer experiences) were employed in a full- or part-time job, 495 undergraduates (14.9 percent) participated in study abroad or other learning programs, 337 undergraduates (10.2 percent) participated in research or creative projects, and 321 undergraduates (9.7 percent) participated in service or volunteer work.

**Figure 12: Reported Notre Dame undergraduate student summer experiences, summer 2016**



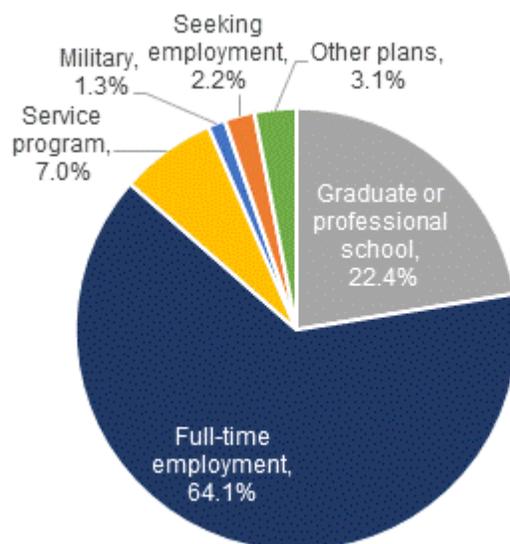
<sup>6</sup> Institute of International Education. (2016). "Institutions by Undergraduate Participation in Study Abroad, 2014/15." *Open Doors Report on International Educational Exchange*.

Undergraduate students enrolled in the College of Arts and Letters accounted for the largest share of reported summer experiences (28.5 percent) during the summer of 2016, followed by the Mendoza College of Business (24.6 percent), the College of Engineering (23.9 percent), the College of Science (21.1 percent), the School of Architecture (1.7 percent), and First Year Studies (0.2 percent).

## The value of a Notre Dame education

The value of a Notre Dame degree is reflected in survey data on the primary post-activities of Notre Dame undergraduate students. According to data from Notre Dame's First Destination 2016 survey (as shown in Figure 13), 64.1 percent of survey respondents from the class of 2016 were employed full-time, 22.4 percent were enrolled in graduate or professional school, 7.0 percent were participating in service programs, and 1.3 percent were in military service. Only 2.2 percent were seeking employment.

**Figure 13: Primary post-graduation activity for the Notre Dame Class of 2016 graduates**



*Source: First Destination 2016, University of Notre Dame Career Center and Office of Strategic Planning and Institutional Research*

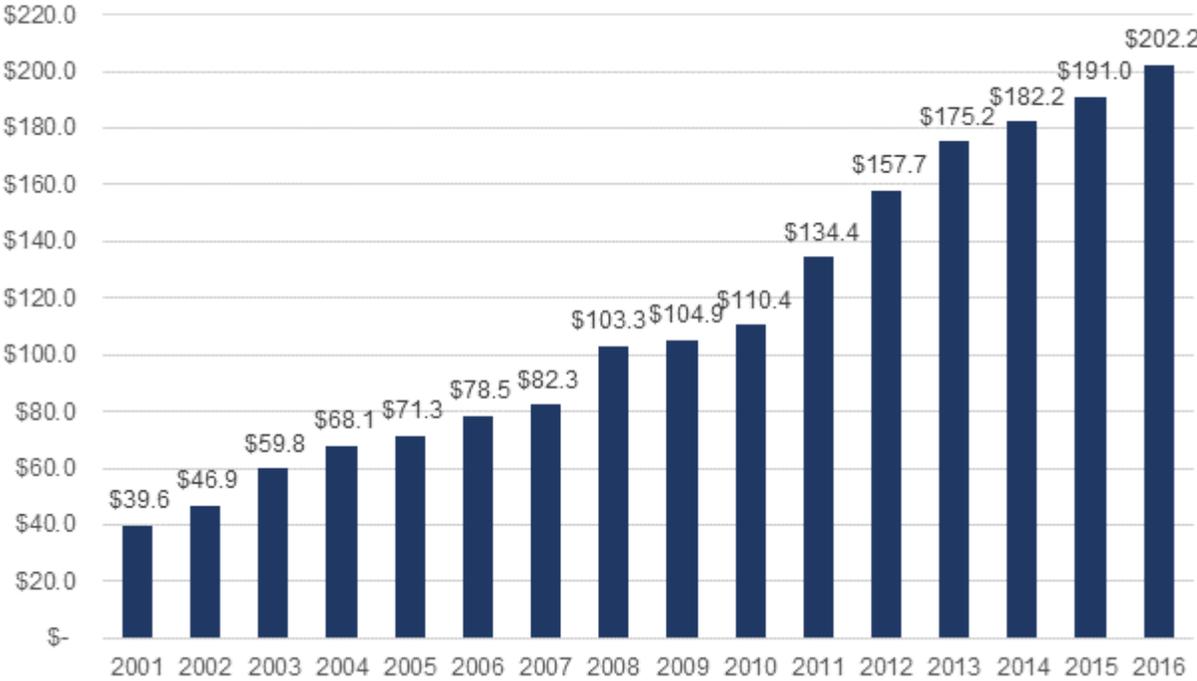
The value of a Notre Dame education is also reflected in the earnings of its graduates. According to PayScale's annual ranking of colleges and universities in terms of median alumni salaries, Notre Dame tied for 36<sup>th</sup> place in 2016, with a median mid-career salary of \$115,000 for alumni with at least ten years of experience.<sup>7</sup>

<sup>7</sup> PayScale, 2016-2017 College Salary Report.

# Part Four: The Impact of Notre Dame Research

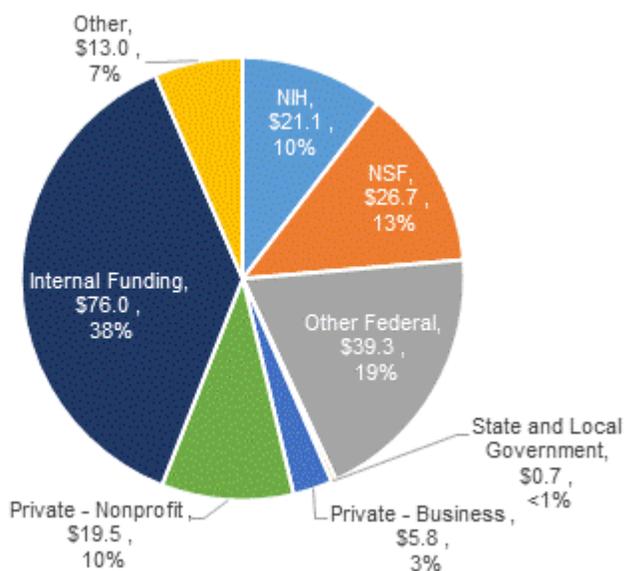
Between fiscal year 2006 and fiscal year 2016, research spending at Notre Dame grew from \$78.5 million to \$202.2 million—an increase of 157.6 percent. In addition to supporting additional jobs and income, the growth of Notre Dame’s research enterprise is helping to lay the groundwork for creation of new businesses and new jobs in the South Bend area.

**Figure 14: Notre Dame research spending, FY 2001 – FY 2016 (in \$ millions)**



As shown in Figure 15, federal agencies—including the National Institutes of Health (NIH) and the National Science Foundation (NSF)—accounted for the largest share of research spending in fiscal year 2016 (43.1 percent of Notre Dame’s total research spending), followed by internal funding from Notre Dame’s own resources (37.6 percent), and private foundation and industry spending (12.5 percent). State and local government funds accounted for less than 1 percent of total research spending in fiscal year 2016.

**Figure 15: Notre Dame research expenditures by source of funding, FY 2016 (in \$ millions)**



The College of Science led Notre Dame in research spending with \$82.4 million (40.8 percent of total Notre Dame research spending) in fiscal year 2016, followed by the College of Engineering with \$79.9 million (39.5 percent of total research spending), the College of Arts and Letters with nearly \$26.6 million (13.1 percent), and the Mendoza College of Business with nearly \$6.2 million (3.1 percent). Other Notre Dame offices and academic units accounted for the remaining \$7.2 million in research spending during fiscal year 2016.

## Research at Notre Dame: A force for good

Behind the growth of Notre Dame’s research enterprise has been an overarching commitment to being a “powerful means for doing good in the world.” The following examples highlight several areas in which Notre Dame is developing knowledge that can help to address critical needs—regionally, nationally and globally—and at the same time provide a foundation for future economic growth.

- Notre Dame’s ***Advanced Diagnostics and Therapeutics*** is a community of researchers working to address a wide range of biomedical challenges in areas such as environmental health and precision health. Its newest program area, ***Health-Related Behavioral Sciences***, launched in 2016, brings together psychologists, sociologists and clinicians to explore issues such as how to improve patients’ adherence to drug regimens, and how to improve interactions between humans and medical technologies.
- In June 2016 the University opened a new 28,000-square-foot, \$36 million facility for the ***Notre Dame Turbomachinery Laboratory***—a research center that focuses on analyzing

and advancing gas turbine technologies used in jet aircraft, power plants and the oil and gas industry. This new facility, located in South Bend's Ignition Park, has enabled the Lab to expand beyond its original home on the Notre Dame campus.

New research initiatives launched during the past year include a 21-month, \$2.5 million agreement with Doosan Heavy Industries of Korea to conduct research and testing in support of a class of 300 megawatt power-generating gas turbines; and a decision by NASA to move its Advanced Noise Control Fan Facility—which conducts research on jet engine acoustics and on how to reduce aircraft noise—to Notre Dame.

- **ND Energy** is an umbrella organization, created in 2014, that oversees and integrates energy research and education at Notre Dame. Researchers affiliated with ND Energy have, for example, been working on designs for a new wind turbine structure that could both reduce the cost and improve the efficiency of wind energy.
- In 2016 Notre Dame announced that its **Global Adaptation Initiative (ND-GAIN)** would assess more than 250 U.S. cities (all those with populations of more than 100,000) in terms of their vulnerability to, and readiness to adapt to, climate change. The Urban Adaptation Assessment—a two-year project funded by the Kresge Foundation—is intended to inform local government decisions in areas such as land use and development, infrastructure investment and water resources management. The University of Minnesota is collaborating with ND-GAIN on the project.
- Through rigorous research and analysis, the **Wilson Sheehan Lab for Economic Opportunities (LEO)** seeks to identify innovative, effective and scalable programs for helping people move out of poverty—for example, through its evaluation of Reading for Life, a program of the St. Joseph County Juvenile Justice Center that was shown to be highly effective in reducing recidivism among juvenile offenders.

In an era of continuing constraints of federal funding of university research, Notre Dame has sharpened its focus on the development of private-sector research partnerships. Recent examples include:

- Collaborating with the America Makes: The National Additive Manufacturing Innovation Institute on advances in additive manufacturing (“3D printing”) technologies;
- A turbomachinery research, design and testing partnership with GE; and
- A joint program with IBM to explore new forms of computing and advanced research on artificial intelligence.

## Part Five: Innovation and Entrepreneurship

During the past decade, Notre Dame has greatly expanded its efforts to see that the results of its research are translated into new products, new businesses and new jobs, and to support innovators and entrepreneurs throughout the University community. These efforts have included:

- Strengthening Notre Dame’s formal technology transfer program;
- Expanding entrepreneurship education and development programs;
- Development of the first of four buildings planned for Innovation Park at Notre Dame; and
- Providing other forms of support for aspiring student, faculty and alumni entrepreneurs.

### Technology transfer at Notre Dame

By several measures, the pace of technology transfer activity at Notre Dame has increased significantly. As Table 6 shows, between fiscal year 2011 and fiscal year 2016:

- The number of inventions disclosed by faculty and other researchers at Notre Dame rose by 28.1 percent (from 57 to 73);
- The number of new patent applications filed, and the number of new patents issued, both rose by 160.0 percent (from 10 to 26);
- The number of licensing agreements executed rose by 460.0 percent (from 5 to 28);
- Gross licensing income increased by 37.0 percent, from \$559,000 to \$766,000; and
- 16 start-up companies were created based on Notre Dame technologies.

**Table 6: Technology transfer activity at Notre Dame, FY 2011 – FY 2015 (gross licensing income in \$000s)**

	2011	2012	2013	2014	2015	2016
Gross licensing income	\$559.0	\$423.0	\$466.0	\$695.0	\$803.0	\$766.0
Invention disclosures	57	55	67	62	78	73
New patent applications filed	10	14	16	19	22	26
Patents issued	10	12	20	12	21	26
Licenses/options executed	5	10	6	12	17	28
Start-up companies formed	1	3	2	3	5	2

## Educating the next generation of entrepreneurs

Both through its formal curriculum and through other co-curricular activities and resources, Notre Dame offers an extensive array of opportunities to help students acquire the knowledge and develop the skills they will need to succeed as entrepreneurs.

- The Mendoza College of Business offers an ***undergraduate minor in entrepreneurship*** and an ***MBA concentration in innovation and entrepreneurship***. MBA students can select one of four entrepreneurial curriculum tracks—business start-ups, venture capital investing, corporate intrapreneurship and social entrepreneurship.
- Notre Dame's ***Engineering, Science and Technology Entrepreneurship Excellence Master's (ESTEEM)*** program is an intensive 11-month master's program for students with undergraduate degrees in science or engineering, with a strong focus on commercialization of new technologies. The program culminates in a Capstone Thesis in which students develop a business plan, financial model and marketing strategy for an actual early-stage discovery or invention based on existing or ongoing research by Notre Dame professors or industry partners. In the fall of 2015, 39 students were enrolled in the program.
- The Law School's ***Intellectual Property and Entrepreneurship Clinic*** provides Notre Dame law students with the opportunity to gain valuable experience applying intellectual property law to client problems. Under the supervision of full-time faculty, students work directly with local businesses and entrepreneurs, providing free counseling on intellectual property issues such as patent searches and provisional patent preparation, trademark searches and registration, and intellectual property agreement and licensing issues. As part of the for-credit clinic, students also participate in a classroom component that combines lecture, discussion and simulations on intellectual property law and core lawyering skills.
- Notre Dame's ***Gigot Center for Entrepreneurship*** offers a wide range of programs and services for students from all colleges and schools within the University, including a variety of non-curriculum-based activities and competitions. The Gigot Center sponsors the annual ***McCloskey Business Plan Competition***, in which ventures that have not yet launched (or are in the earliest stages of launching) compete for \$300,000 in cash and in-kind prizes. Each participating team must be led by a Notre Dame student, alumnus or faculty member. In 2015-16, 124 teams took part in the McCloskey Competition.
- Through ***Innovation Park at Notre Dame (IPND)***, students also have access to a wide range of internship opportunities with start-ups in the South Bend area. In 2016, more than 60 Notre Dame students were employed as interns by client companies at IPND.

## Innovation Park at Notre Dame

In the fall of 2009, Notre Dame opened the first building planned for Innovation Park at Notre Dame (IPND), a 12-acre site located directly across from the University campus. The primary purpose of the 55,000-square-foot building is to serve as an accelerator for new businesses, including some that have roots at Notre Dame as well as others attracted by the advantages that proximity to the University offers. The building includes office, meeting and lab space, along with shared space where University students can work on the development of new business ventures. Several Notre Dame programs, including ESTEEM, also have space in the building.

From its opening in 2009 through the summer of 2016, 59 new ventures were started at Innovation Park, of which 29 were still operating as of August 2016. The following are some examples of current IPND clients (some but not all of whom are tenants at Innovation Park).

- **South Bend Code School** helps low-income students and other area residents learn to code, and acquire other skills—such as website development—that can help them find jobs in the technology sector. In 2016, for example, South Bend Code School conducted a ten-week course for youth being held at the St. Joseph County Juvenile Detention Center.
- **Trion Coatings**, started in the spring of 2015 by a Notre Dame alumnus, offers an environmentally friendly alternative to highly-toxic hexavalent chromium for use in metal plating and surface coatings.
- **Springboard Engineering Solutions LLC** provides South Bend area businesses and entrepreneurs with the engineering support they need to take new product ideas through the process of development, design and implementation.
- **Figuro 3D LLC**, founded by a team of Notre Dame faculty members and located in South Bend, is developing its high-resolution digital imaging technology for use in 3D scanning of physical objects and in 3D printing.
- **Green Bridge Growers**, a South Bend social enterprise, uses aquaponics technology to grow fresh produce year round, while providing jobs for autistic young adults.

The following are some notable “graduates” from Innovation Park that have stayed in South Bend:

- **Data Realty**, a 2011 graduate from Innovation Park that operates a 50,000-square-foot data center in Ignition Park—a business and technology park that the City of South Bend is developing on the site of the former Studebaker manufacturing complex. The company also provides data management and analytic services.
- Using technology licensed from Notre Dame, **F Cubed** has developed products for rapid, low-cost, on-site detection of a variety of pathogens. The company graduated from Innovation Park in 2012, and next year will be moving into Building 113, a former Studebaker building in South Bend that is now being renovated.

- **Vennli**, a company that provides businesses with data and analytics that help them better understand what their customers want, and a digital platform for creating and executing growth strategies. The company graduated from IPND in 2014 and is now located in South Bend.
- Founded in 2013 and located in South Bend, **Trek 10** designs, builds and supports "serverless" systems for its clients, using Amazon Web Services' cloud-based infrastructure.

In 2016 Notre Dame announced the creation of the **IDEA (Innovation, Discovery and Enterprise Acceleration) Center**, a new organization that will combine the staff and resources of Innovation Park with those of the University's Office of Technology Transfer, and develop additional services aimed at supporting the translation of University research and other ideas into new businesses and new jobs. The Center is headed by a newly appointed Vice President and Associate Provost for Innovation.

In 2016 the University also launched the development of the **Thomas H. and Diane G. Quinn Hall for Innovation and Change**, the second building to be constructed in Innovation Park. The 40,000-square-foot Quinn Hall, which will provide space for 25 to 30 start-up companies, is scheduled to be completed in the fall of 2017.

# Part Six: Investing In and Serving the Community

During the past decade, Notre Dame has broadened and deepened its commitment to the community that has been its home for more than 170 years, and that has contributed much to making the University the institution it is today.

## Revitalizing the Northeast Neighborhood

Since 2000, Notre Dame has worked closely with the City of South Bend, neighborhood residents and several other local institutions and community partners to revitalize the Northeast Neighborhood of South Bend. In particular, Notre Dame took the lead in development of Eddy Street Commons—a more than \$200 million mixed-use, pedestrian-oriented development located immediately south of the Notre Dame campus.

Through the University’s partnership with Kite Realty Group—the master developer of the project—the first phase of development at Eddy Street Commons is now nearly complete. It includes:

- 90,000 square feet of ground-floor retail and restaurants;
- 82,000 square feet of office space (located above the retail space);
- A 119-room limited-service Fairfield Inn and Suites hotel;
- A 1,276-car structured parking garage; and
- 266 luxury rental apartment units at The Foundry; and
- A variety of for-sale residences, including 16 townhouse units at Triumph Court, 57 condominium units at Victory View Flats, 66 condo units at Legends Row, and 62 townhouse units at Champions Way (the development’s first ownership units).

Planning for the next phase of the development is now under way. It will include street-level retail space with three floors of graduate student apartments above, a neighborhood market, and a new, larger home for the Robinson Community Learning Center (described below).

## Other community investments

Notre Dame’s recent community investments are not limited to the Northeast Neighborhood. For example:

- In December 2016, Notre Dame finalized an agreement with the South Bend Board of Parks on a 50-year lease that gives the University rights to build and operate a **hydroelectric generation facility** on the dam in the St. Joseph River. In addition to the

lease—which transfers a Federal Energy Regulatory Commission exemption from the city to the University—the Board of Parks approved a separate agreement where Notre Dame will pay the City of South Bend \$1 million for restoration of Seitz Park, and for ongoing maintenance of the dam through the duration of the lease. Construction of the 2.25 megawatt hydro power facility will begin in the fall of 2017, and is expected to be complete by early 2019. Upon completion, the hydro facility will generate 7 percent of the University’s electrical needs.

- In September 2015, Notre Dame and the City of South Bend announced their joining in a partnership called the **MetroLab Network**—a nationwide consortium of 34 university-city partnerships aimed at using technology and data analysis to develop innovative solutions to improve infrastructure, city services and other public sector priorities. Four projects were identified by Notre Dame and the City of South Bend for the first year of the partnership, including:
  - Creating a testbed for the development of “Internet of things” environmental applications related to Bowman Creek;
  - Development of a Neighborhood Report Card using advanced mathematical modeling to assess city services and suggest improvements;
  - Community-based research aimed at improving the ability of students and residents to produce and analyze city data; and
  - A Wireless Institute to create a testbed to test the next generation of wireless technologies for urban environments.

## Community engagement for the common good

Notre Dame is a Catholic university with a deep commitment to “community engagement for the common good.” This culture of community engagement is integrated throughout the curriculum through community-based learning, research and service. Notre Dame partners with a wide range of community organizations and institutions—locally, nationally and globally—that add value to the community, and at the same time enhance the quality of learning for Notre Dame students.

The scale, scope and impact of community engagement at Notre Dame are not easy to capture in a brief report. Below we focus on just a few aspects of this engagement.

- The **Center for Social Concerns (CSC)** serves as a focal point for community-based learning courses, community-based research and service opportunities at Notre Dame. Established in 1983, CSC assists faculty members in developing community-based learning courses and in conducting community-based research, helps students connect with service learning programs, and helps community organizations get access to Notre Dame resources. During the 2015-16 academic year, 3,944 students (32 percent of all University students) participated in 270 community-based learning courses.

- The ***Robinson Community Learning Center (RCLC)***, established in 2001 by Notre Dame in partnership with Northeast Neighborhood residents of South Bend, is an off-campus educational initiative that provides area children, youth and adults with a broad spectrum of programs, including after-school programs, tutoring by Notre Dame students, entrepreneurship classes, classes in English as a New Language, Talk with Your Baby, and computer training classes. Through these and other programs, RCLC served more than 5,130 South Bend area children, youth and adults during the 2015-16 academic year.

# Part Seven: Building the Future at Notre Dame

As significant as Notre Dame's contributions to the economic vitality of South Bend, St. Joseph County and Indiana have been, they could for several reasons be greater in the future.

- Notre Dame's growing research enterprise will directly create new jobs for faculty members, other researchers, research technicians and support staff, and will also expand the base of new knowledge from which new products and services, businesses and jobs are developed.
- Notre Dame's investments in the development of a new "entrepreneurial ecosystem" on and around its campus will translate into the development of additional new businesses and jobs, both in the South Bend area and elsewhere. The creation of the IDEA Center will provide a new focal point for these efforts, and new resources to support them; and Quinn Hall, now under construction at Innovation Park, will provide additional space and support for the creation and nurturing of new ventures.
- The continued growth of enrollment at Notre Dame means that during the next several years the pool of University graduates will continue to grow—especially those with degrees in engineering, science, business and special programs such as ESTEEM. Some of these graduates will stay in the South Bend area, and will contribute to its continued development as a hub for innovation and entrepreneurship.
- From fiscal year 2017 through fiscal year 2020, Notre Dame is planning to invest nearly \$857 million in new construction and renovation of University facilities. This investment will provide new employment opportunities for local residents and business opportunities for local contractors, and will further enhance Notre Dame's ability to fulfill its mission.
- During the next several years, Phase II of the Eddy Street Commons project will provide new job opportunities both in construction and in restaurants and retail businesses, and a new, larger home for the Robinson Community Learning Center—one of the Northeast Neighborhood's most valuable assets.
- Notre Dame's work with other regional and local partners in developing the Regional Cities of Northern Indiana's *Innovate Indiana* plan provides a foundation and a framework for ongoing collaboration in growing the region's economy, and expanding economic opportunities for its residents.