Doing Good

The Economic and Social Impact of the University of Notre Dame

Submitted to University of Notre Dame
Date: August 2, 2024



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economics | strategy | insight

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Executive Summary

The University of Notre Dame, located in St. Joseph County, Indiana, and adjacent to Elkhart and Marshall counties, is a prestigious private institution of higher education renowned for its dedication to scholarship, faith, service, and community. Grounded in its mission as a Catholic university, Notre Dame seeks to actively contribute to the vitality of its local and regional surroundings, and in turn values the innumerable ways the region supports its continued flourishing and growth. Notre Dame, working in partnership with local leaders, is proud to play a part in bolstering the region's competitiveness and economic prosperity. As a major employer and destination for visitors and tourists in South Bend and St. Joseph County, Notre Dame significantly influences the economies of South Bend and the region (St. Joseph, Elkhart, and Marshall counties), as well as that of the state of Indiana.

Notre Dame's annual economic impact within the region is $3.3 billion, supporting almost 21,000 jobs and generating $139 million in state tax revenues. Notre Dame's specific economic contributions derive from five distinct categories:



The substantial expansion of Notre Dame's research activities over the past decade has led to significant advancements in knowledge and technology, and notable economic benefits for the region including job creation and entrepreneurship opportunities. In addition, the lion's share of research funding to the University comes from sponsors outside the state, reinforcing Notre Dame's role in driving financial capital into the region and state economies. And thanks to the many agencies, foundations, and industry partners who support Notre Dame's research, faculty will continue to make new discoveries that will help create a safer, healthier, more sustainable, and more equitable world.

In FY2023 alone, Notre Dame received nearly $216 million in research grants, marking the third consecutive year of surpassing $200 million in funding. This FY2023 total includes 824 separate awards, the largest number the University has ever received. The largest portion of the new funding—nearly $120 million—came from federal agencies. In addition to increasing its number of funded projects, the University expanded its global footprint. Of the new funding, nearly $38 million across 49 awards will support international research and Notre Dame researchers are now conducting projects in 62 different countries around the world.

In 2023, the University of Notre Dame was invited to join the Association of American Universities, a consortium of the nation's leading public and private research universities. As stated on the organization's website, the AAU's 71 research universities transform lives through education, research, and innovation. AAU-member universities earn the majority of competitively awarded federal funding for research that improves public health, seeks to address national challenges, and contributes significantly to the nation's economic strength. Membership in the AAU elevates the reputation of not only the University of Notre Dame, but also South Bend and the region.

The success of Notre Dame's research initiatives would not have been possible without partnerships. Working together like never before, higher education, government, industry, foundations, and nonprofits are helping to make this region an ever more desirable place to live, work, and study (Figure S.1).

While economic impact is not the only way to measure progress, it does provide a helpful starting point for assessing the health of the relationship between the University and the region.

Over the past two decades, Notre Dame has shown itself to be deeply committed to community engagement, as demonstrated by a number of transformational initiatives during the 19-year tenure of its 17th president, Rev. John I. Jenkins, C.S.C. With Father Jenkins' retirement in June 2023 and Rev. Robert A. Dowd, C.S.C.'s election as the University's next president, the desire to continue to partner locally, regionally, and statewide has never been greater. The University's leaders understand well that Notre Dame's continued flourishing is inextricably linked to the vitality of the region, and they are deeply invested in expanding the extraordinary partnerships the University enjoys with local businesses, civic leaders, other educational institutions, nonprofits, and service organizations.

Rooted in Catholic values of building community and working together for the common good, Notre Dame is proud to serve as an anchor institution for South Bend and the region. Given its commitment to diversity, equity, and inclusion, Notre Dame is a place where those of diverse backgrounds who call this region home—whether students, faculty, staff, or visitors—can find opportunity and experience a sense of true welcome and belonging. The University also champions sustainability and environmental preservation, understanding well the importance of stewarding the natural resources of this region for future generations as it seeks to find solutions that will benefit not only our area, but also many parts of the globe. Through research, innovation and economic development, and educational, cultural, and athletic opportunities, the University actively contributes to the region's prosperity and well-being, and in turn, the University community benefits in myriad ways from the great vibrancy of the region.

Figure S.1: Economic Impact of Notre Dame in South Bend and the Region

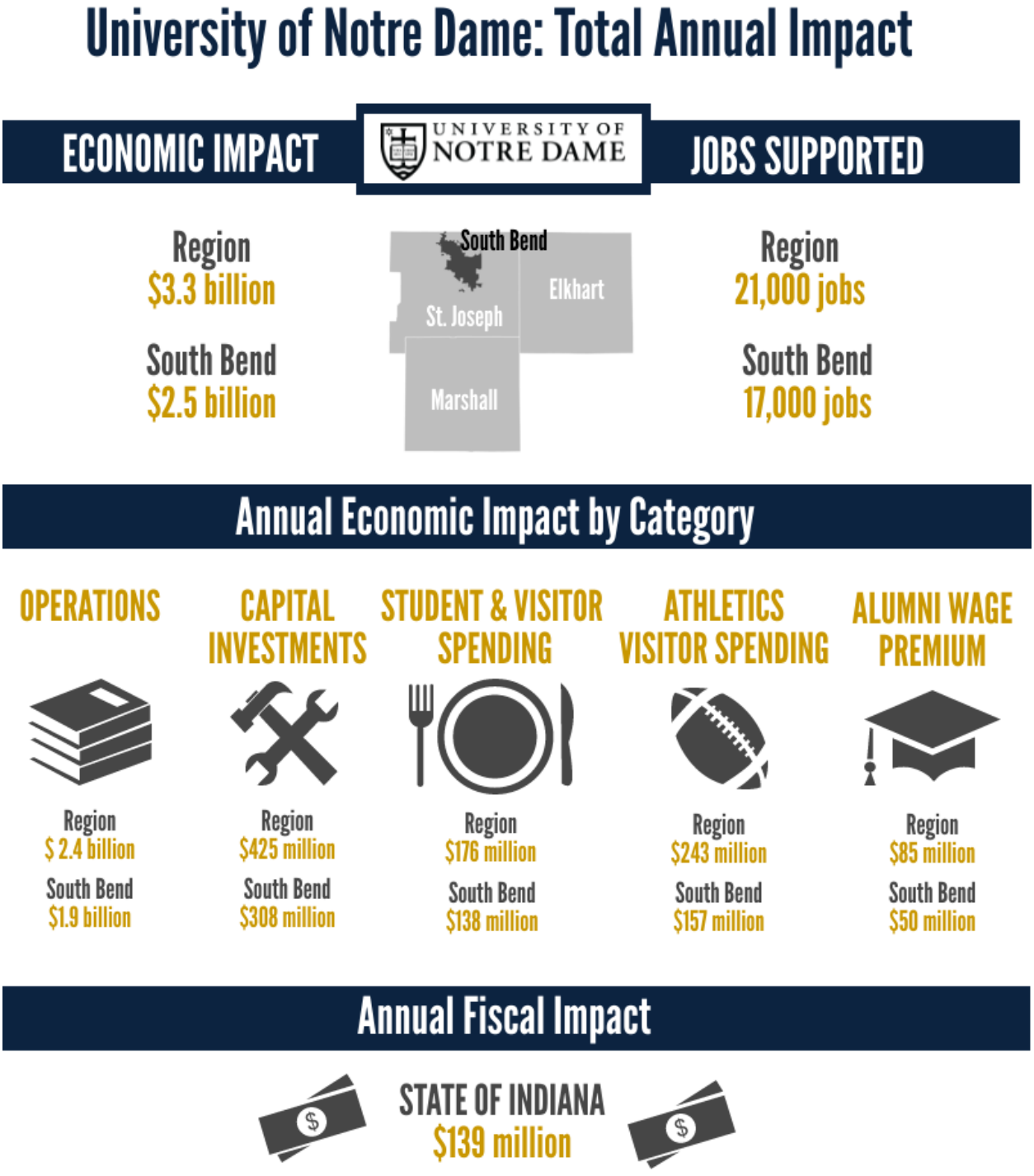


Table of Contents

Executive Summary 2

1. Introduction 8
   - 1.1. Purpose of Report 8
   - 1.2. About the University of Notre Dame 8
   - 1.3. Regional Economic Engine and Social Force 9
   - 1.4. Five Drivers of Local Economic Impacts 12
   - 1.5. Report Scope and Methodology 12
   - 1.6. Report Organization 14
2. Impact from Direct Spending—Annual Operations 15
   - 2.1. Section Overview 15
   - 2.2. Direct Annual Operating Expenditures 16
   - 2.3. Economic Impact from Annual Operations 18
   - 2.4. Industry Distribution of Economic Impact from Annual Operations 19
   - 2.5. Tax Revenue Impact from Annual Operations 20
3. Impact from Direct Spending—Capital Outlays 22
   - 3.1. Section Overview 22
   - 3.2. Direct Annualized Capital Investments 22
   - 3.3. Economic Impact from Capital Investments 24
   - 3.4. Industry Distribution of Economic Impact from Capital Investments 24
   - 3.5. Tax Revenue Impact from Capital Investments 26
   - 3.6. The Bigger Impact 26
4. Impact from Ancillary Spending—Students and Visitors 28
   - 4.1. Section Overview 28
   - 4.2. Student Spending 29
   - 4.3. Spending by Prospective Students and Visitors of Students 31
   - 4.4. Spending from Large-Scale Events 33
   - 4.5. Economic Impact from Students, Student Visitors, and Large-Scale Event Visitor Spending 35
   - 4.6. Industry Distribution of Economic Impact 36
   - 4.7. Tax Revenue Impact from Student and Visitor Spending 38

5. Athletics 39
5.1. Section Overview 39
5.2. Spending by Athletics' Event Attendees and Visiting Teams 39
5.3. Economic Impact from Spending Related to Athletics Events 42
5.4. Industry Distribution from Economic Impact of Athletics Events 44
5.5. Tax Revenue Impact from Ancillary Spending of Athletics Events 44
5.6. Other Impacts from Athletics 45
5.7. The Unique Impact of Notre Dame Football 46
6. Impact from Wage Premium 50
6.1. Section Overview 50
6.2. Estimated Aggregate Wage Premium 50
6.3. Economic Impact from Wage Premium 52
6.4. Industry Distribution of Economic Impact from Alumni Wage Premium 53
6.5. Tax Revenue Impact from Alumni Wage Premium 54
6.6. Why Impact from Wage Premium Matters 54
7. Neighborhood Investment and Engagement 56
7.1. Section Overview 56
7.2. Investing in a More Vibrant South Bend 57
7.3. Financial Aid for Local Residents to Attend the University of Notre Dame 60
7.4. Notre Dame Supports Local K–12 Schools and Students 60
7.5. Local Fiscal Support 62
7.6. Community Service Initiatives 63
7.7. Programs and Services within the Community 65
7.8. Campus as a Local Amenity 66
7.9. Notre Dame: An Anchor Institution 67
8. Scholarship, Research, and Innovation 69
8.1. Section Overview 69
8.2. Research Footprint 69
8.3. Intellectual Property Output 72
8.4. Commercialization and Entrepreneurship 73
8.5. Anchoring the Region's Economic Vitality 75
9. Societal Advancement 78
9.1. Section Overview 78

9.2. Inclusive Campus Climate 78
9.3. Catholic Values in Action 80
9.4. Environmental Protection 84
10. Conclusion 85
10.1. Aggregate Economic Impact 85
10.2. Looking Ahead 87
Appendix A: Input-Output Methodology 88
Appendix B: Ancillary Tables 91
About Econsult Solutions, Inc. 94

1. Introduction

1.1. Purpose of Report

The University of Notre Dame stands as a distinguished private institution for higher education, nestled in the South Bend–Elkhart region of Indiana. Renowned for its commitment to scholarship, service, and community, Notre Dame's identity is deeply rooted in its Catholic values, guiding its educational mission and dedication to fostering a vibrant local and regional environment.

This report endeavors to articulate these distinctive traits through economic and social impact lenses, aiming to outline and, where feasible, quantify their effects at the local, regional, and statewide levels. In an era marked by disruptions and intensified scrutiny surrounding the value of higher education, institutions face heightened examination regarding their contributions to local communities. However, the significance of higher education in driving economic competitiveness and advancing societal equity has never been clearer. This report underscores Notre Dame's substantial contributions to its community, region, and society at large, exemplifying its commitment to excellence in scholarship and community engagement, underpinned by its Catholic ethos.

Through an analysis of Notre Dame's annual operations, capital investments, student and visitor expenditures, and the enhanced earning potential of its graduates, this report will estimate the University's economic impact. Furthermore, it will spotlight key areas of distinction such as local engagement, scholarly achievements, groundbreaking research endeavors, and entrepreneurial successes. These achievements both underscore Notre Dame's economic significance and demonstrate its broader contributions to societal progress and well-being.

1.2. About the University of Notre Dame

The University of Notre Dame was founded in November 1842 by Rev. Edward F. Sorin, C.S.C., a member of the Congregation of Holy Cross, a French Catholic missionary order. The main campus sits adjacent to South Bend, Indiana, at the heart of a metropolitan area boasting a population exceeding 315,000.

> **"This college will be one of the most powerful means for doing good in this country."**
>
> —Rev. Edward Sorin, C.S.C., founder of the University of Notre Dame du Lac

Rooted in the vision of Father Sorin, who envisioned the establishment of a prominent Catholic university in America, Notre Dame has steadfastly upheld its religious and intellectual traditions. The University of Notre Dame aspires to be a guiding light for a world in dire need. The theology and philosophy departments are globally esteemed, with faculty across all disciplines dedicated to ensuring Notre Dame's Catholic ethos permeates all aspects of their mission—serving as a nexus where the Church engages in profound intellectual discourse.



Renowned as one of America's premier undergraduate teaching institutions, Notre Dame has also been a trailblazer in research and scholarship. Researchers achieve groundbreaking results in fields ranging from astrophysics and environmental sciences to peace studies, cancer research, and robotics.

Notre Dame embodies a unique spirit—traditionally rooted yet open to change, devoutly committed to its Catholic identity as well as scientific inquiry, and steadfast in upholding values amid a sea of facts. Notre Dame remains faithful to Father Sorin's original vision, perpetuating a legacy of excellence and service to both Church and society. Today, Notre Dame has flourished into a vibrant community encompassing almost 13,000 students and 1,400 faculty, dedicated to nurturing the next wave of leaders devoted to effecting positive change in society. With a diverse range of academic programs and flexible combined degree options, the University remains steadfast in its mission of Catholic scholarship while expanding its horizons through innovative research initiatives. This expansion not only enriches the campus environment, but also catalyzes spiritual and entrepreneurial innovation across both campus and the broader region.

1.3. Regional Economic Engine and Social Force

World-class universities like Notre Dame, despite their tax-exempt status and academic focus, play a vital role in enhancing a region's competitiveness and economic growth. Notre Dame significantly impacts South Bend, St. Joseph County, and the region (St. Joseph, Marshall, and Elkhart counties). Several factors contribute to Notre Dame's economic significance:

- **Partnerships**: Notre Dame actively collaborates with public and private entities to boost the region's quality of life and economic vitality. Recognizing its role as a key driver in the community's success, the University partners with local governments, nonprofits, and businesses in various areas such as community revitalization, tourism, research, and business development.
- **Talent magnet**: The University attracts and retains talent for the state, as 8,880 of its alumni remain in-state and recruited faculty and administrators often bring with them professional

spouses/partners. This retention of graduates is good for employers seeking skilled talent, thereby enhancing the region's competitiveness. This also increases tax revenue and economic impact for the region, as a result of tax revenue from educated human capital with increased salaries. Additionally, those earnings are spent primarily within the region.

- **Visitor and resident spending**: Drawing students, faculty, staff, and visitors from around the globe, Notre Dame's campus serves as a hub of intellectual activity and outside spending. This influx of intellectual capital and visitor spending benefits local vendors across sectors such as tourism, food, and professional services. Additionally, the University's events draw millions of dollars annually, collaborating with tourism agencies to maximize economic impact on local businesses.
- **Employment and procurement**: With an annual operating budget of almost $1.6 billion, Notre Dame provides significant employment and procurement opportunities within the region and state. Its substantial capital projects further stimulate the local economy by creating opportunities for the construction industry and related sectors.

Notre Dame's multifaceted contributions extend beyond academia, making it a crucial driver of economic growth and community development in the region and state.

In August of 2023, the University of Notre Dame unveiled a new strategic framework, titled *Notre Dame 2033: A Strategic Framework*, designed to guide the institution over the next decade. This comprehensive plan, developed over two years with input from over 700 faculty, staff, and leaders, focuses on three key themes: Strengthening Foundations, Global Catholicism, and Science and Engineering for a World in Need. The strategic framework underscores Notre Dame's commitment to addressing national and global challenges while emphasizing collaboration across disciplines and reaffirming the importance of diversity and inclusion.



One of the opportunities outlined in the framework is "engagement with South Bend and the region."[1] This most recent strategic framework for Notre Dame marks a significant shift by recognizing the importance of engagement with South Bend and the broader region. Despite being situated in a relatively small economic market, Notre Dame acknowledges the symbiotic relationship between the University and its surroundings.

Over the years, Notre Dame has deepened its ties with the community through various initiatives, such as social services, volunteer opportunities, and educational programs. The University's investments in cultural amenities like the DeBartolo Performing Arts Center and the Compton Family Ice Arena have attracted local visitors, while the recently opened Raclin Murphy Museum of Art will further enhance cultural partnerships.

Economic development programs, notably the IDEA Center and iNDustry Labs' collaborations with leading local industries, demonstrate Notre Dame's commitment to fostering entrepreneurship and innovation in the region. Additionally, with partners, the University has supported neighborhood revitalization efforts and urban planning projects which contribute to the area's overall growth and stability.

The success of these endeavors hinges on forging authentic partnerships with local stakeholders, including government bodies, businesses, schools, and nonprofits. Notre Dame recognizes that its prosperity is intertwined with the well-being of South Bend, emphasizing the importance of a thriving regional economy for the University's own success.

[1] University of Notre Dame. (2023). *Notre Dame 2033: A Strategic Framework*. https://strategicframework.nd.edu/assets/528836/notre_dame_2033_a_strategic_framework.pdf

1.4. Five Drivers of Local Economic Impacts

As an anchor institution that draws people and resources from all over the world, the University of Notre Dame plays an important part in its regional economy. Notre Dame's specific economic contributions derive from five distinct categories:

1. Notre Dame's annual operations
2. Notre Dame's capital investments
3. Ancillary spending by students and visitors
4. Ancillary spending by athletics fans/visitors
5. The wage premium enjoyed by Notre Dame alumni, who spend a portion of their added earnings in the local economy



1.5. Report Scope and Methodology

Econsult Solutions, Inc. (ESI) utilizes standard economic modeling techniques to assess the direct economic activity generated by Notre Dame and translates that activity into overall economic output, employment, earnings, and tax revenue impact. Detailed information on the approach and methodology employed is provided in the appendices of this report.

Data inputs regarding Notre Dame's institutional activity were provided by the University and supplemented with verified information from public sources and necessary assumptions. Utilizing the most recent and appropriate datasets, often from fiscal year 2023, each input was carefully assessed.

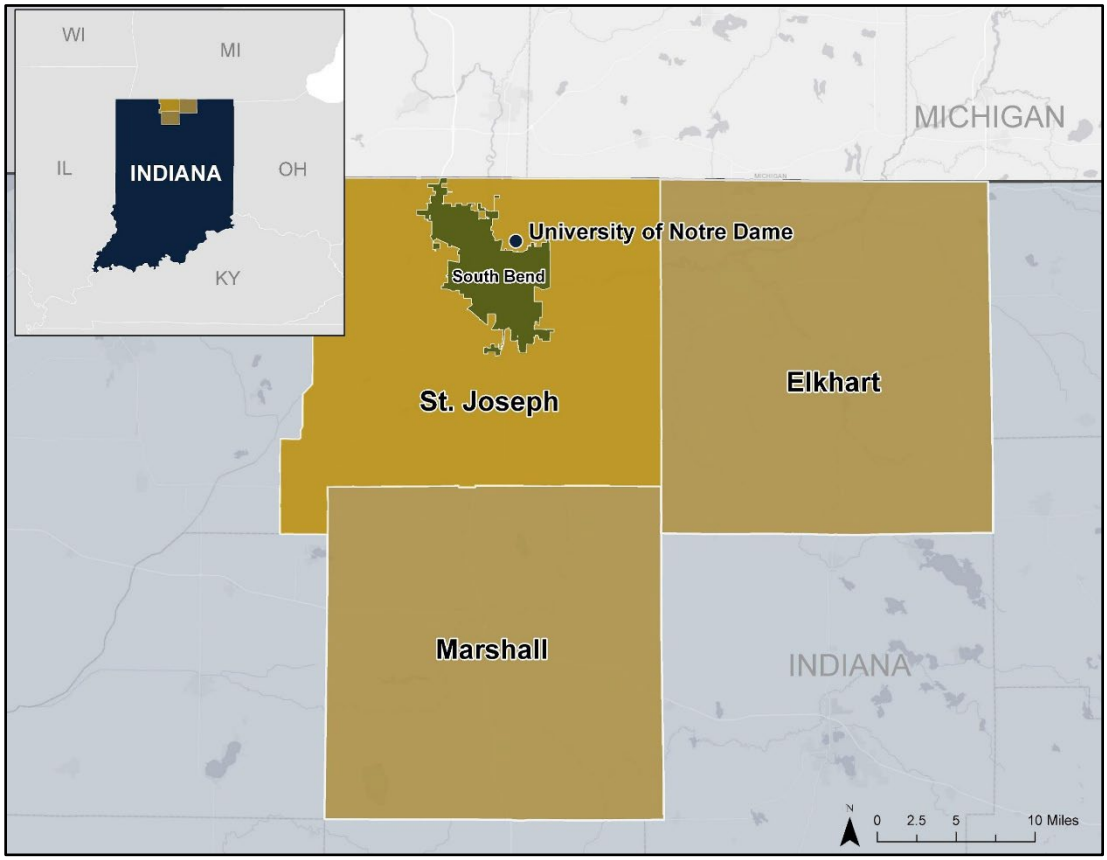
For capital investments, activity levels were averaged over multiple years to provide a comprehensive assessment of typical annual activity. Thus, the analysis represents the current annualized level of activity for Notre Dame, rather than the impact for any specific fiscal year.

The economic impacts outlined in this report encompass both the direct activity attributable to Notre Dame (such as institutional spending on operations and capital activity, spending by students and visitors, or spending by alumni due to increased earning potential from their degrees) and the spillover

effects of this direct activity. These spillover impacts include both indirect impacts, resulting from spending on goods and services within the region, and induced impacts, stemming from the labor income generated by the initial activity rippling throughout the region. ESI employs IMPLAN modeling software to estimate these indirect and induced impacts, which are then combined with the direct activity to determine total economic impacts.

The economic impacts are assessed at four concentric geographic levels:

- **Notre Dame's campus + City of South Bend**: Capturing direct activity on campus and its spillover effects on the South Bend economy.
- **St. Joseph County**
- **The South Bend–Elkhart Region**: Reflecting the collaborative nature of the counties in close proximity to Notre Dame, including St. Joseph, Marshall, and Elkhart counties.[2]
- **The State of Indiana**



[2] Throughout this report, the term "region" refers to the St. Joseph, Marshall, and Elkhart counties.

1.6. Report Organization

The chapters in this report are organized to underscore the interconnectedness of Notre Dame's economic and social contributions.

- **Section 2** quantifies the economic impact of **Notre Dame's annual operations,** which encompasses significant direct employment and spending on various goods and services. This spending ripples through the local, regional, and state economies, amplifying its impact.
- **Section 3** describes **Notre Dame's capital expenditures** and translates that footprint into economic impact.
- **Section 4** estimates the **ancillary spending by Notre Dame students and visitors,** and their commensurate effect on local economic output, employment supported, and tax revenues generated.
- **Section 5** estimates the **ancillary spending by Notre Dame athletics fans/visitors.** Typically, this spending is combined with student and visitor ancillary spending; however, as a bedrock of the University's economic engine, this study contains dedicated impact represented therein.
- **Section 6** estimates the **aggregate wage premium enjoyed by Notre Dame alumni living and working in the region,** and the positive impact of a portion of that additional household earnings being spent in the regional economy.
- **Section 7** expresses the importance of **Notre Dame's engagement and financial investment in the surrounding community.**
- **Section 8** dives into the impact of **Notre Dame as a vital player in the region as a premier research institution that attracts human capital, new businesses, and investors** to the area.
- **Section 9** touches upon **Notre Dame's mission toward societal advancement,** and how Notre Dame leverages its Catholic identity to do good in the surrounding region and world.

2. Impact from Direct Spending—Annual Operations

2.1. Section Overview

The University of Notre Dame makes a substantial economic contribution primarily through its sizable and expanding annual operations. These operations are the backbone of its mission to provide Catholic, values-centered education, scholarship, and service, forming outstanding scholars and socially responsible leaders. By undertaking these activities, the University serves as a key economic catalyst for its surrounding areas, spanning from the city and county to the broader region and state. With annual operating expenses of almost $1.6 billion and a workforce of over 8,000 faculty and staff, Notre Dame significantly contributes to the local economy, particularly through its commitment to sourcing goods and services locally, and thus bolstering regional sustainability efforts.

Over $2.4 Billion

in Economic Impact from Notre Dame Operations Within the 3-County Region

This direct economic impact ripples throughout the economy, creating employment opportunities and enhancing various tax revenues at both local and state levels. **In total, Notre Dame's operations within the region generate an economic output surpassing $2.4 billion, supporting almost 15,000 jobs. This economic impact generates more than $99 million in state tax revenues annually.** This section delves into the detailed economic and tax revenue ramifications of Notre Dame's operations across different geographical scales.

Regional Annual Economic and Fiscal Impact in FY 2023



2.2. Direct Annual Operating Expenditures

As this report delves into the broader societal impacts of the University, it is essential to highlight Notre Dame's operational expenditures and their impact on community engagement, education, research, and innovation. These facets of its operations are expounded upon in later chapters due to their profound influence on the region, showcasing examples of the institution's Catholic ethos, scholarly emphasis, and regional impact.

Notre Dame's annual operating expenses of almost $1.6 billion stand as a significant economic force for South Bend, St. Joseph County, the region, and the state of Indiana. Evaluating the direct, indirect, and induced impact on these economies necessitates understanding the extent and breakdown of annual expenditures within each geographical area. Economic impact is heavily contingent upon where expenditures are allocated; i.e., spending in Indiana positively affects its economy, while out-of-state spending has no substantial impact.

A large sum of Notre Dame's operating expenditures is allocated toward employee wages and benefits, which primarily create economic impact to St. Joseph County. Excluded from local economic impact are:

- Depreciation and Financing Costs: Amounting to $149.7 million, these are excluded as depreciation does not involve actual expenditures, and financing costs likely do not benefit the local or state economies.

Although non-local operations and non-circulating costs are not directly in support of the local economy, these aspects of Notre Dame's annual operations are included in this analysis:

- Supplies and Services: $514.2 million, covering property maintenance, equipment, and small-scale capital outlays that do not meet the threshold of capital investment.

The consideration of these adjustments yields the remaining operating expenditures circulating within each geographical area annually. These expenses are integrated into our economic model to assess the total direct, indirect, and induced economic ramifications.

Figure 2.1: Summary of Notre Dame Annual Operating Expenditures[3] [M]

Expenses	Included in Model	Amount
Salaries and Wages	Yes	$706.1
Supplies and Services	Yes	$514.2
Benefits	Yes	$212.6
Total Modeled Amount		**$1,432.9**
Non-Modeled[4]		**$149.7**
Total		**$1,582.6**

Source: Notre Dame (2023), Econsult Solutions (2024)

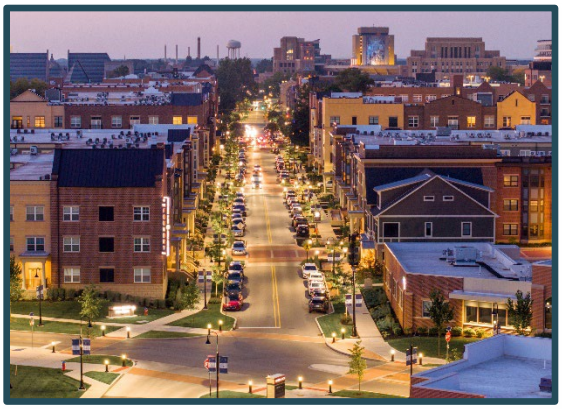
The University's direct operating expenditures have ripple effects through the local economy for a broad array of suppliers (indirect effects), and via the significant compensation for its employees, which is in turn recirculated throughout the local economy (induced effects). All of this activity stimulates and expands regional business activity and supports the employment base across a variety of sectors.

With approximately half of the University's operating expenditures devoted toward employee compensation—and about 75% of Notre Dame employees living in the region—a large portion of the wages earned by Notre Dame employees are therefore spent locally, generating induced economic impacts within South Bend, St. Joseph County, the region, and the state.

Additionally, a large amount of Notre Dame's procurement of goods and services go to vendors based within South Bend, St. Joseph County, the region, and the state. These vendors also spend within the local economy and employ nearby residents, which generate additional indirect economic impacts.

Notre Dame Salaries and Wages

Notre Dame operations constitute two-thirds of its total annual economic impact. Of the $706 million spent on salaries and wages in 2023, 43% ($304M) stayed in South Bend, 71% ($501M) stayed in the region, and 73% ($515M) remained in Indiana (Figure 2.2 and Figure 2.3). The salaries—most of which remain in the local geography—produce a large proportion of impact produced from operations.



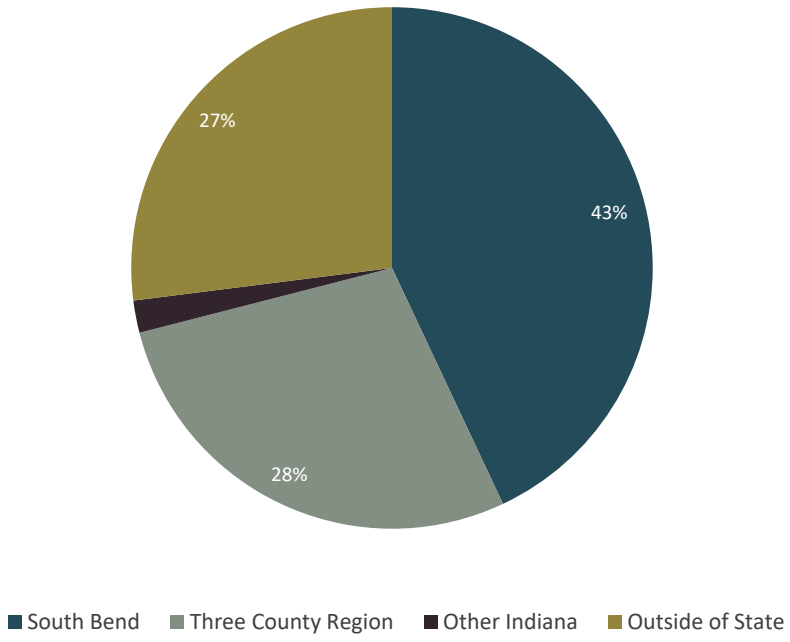
[3] In the following figure and throughout the report, column sums may not equal total amounts shown due to rounding.
[4] A total of $149.7 million is deducted from the annual operating expenditures as non-modelable in the economic impact analysis. Of that, $44.4 million is interest, and $105.3 million is depreciation.

Figure 2.2: Full-Time and Part-Time Employees by Residential Location of Employee

	Faculty		Staff		Post-Doc	Graduate	Total	Percent
Location	**Full-Time**	**Part-Time**	**Full-Time**	**Part-Time**	**Full-Time**	**Part-Time**		
South Bend	751	65	2,101	161	90	425	3,593	43%
Region	459	31	1,573	92	32	135	2,322	28%
Other Indiana	7	11	121	1	2	15	157	2%
Outside of State	324	124	646	25	73	1,076	2,268	27%
Total	**1,541**	**231**	**4,441**	**279**	**197**	**1,651**	**8,340**	**100%**

Source: Notre Dame (2024)

Figure 2.3: Employment by Geography, FY 2023



Source: Notre Dame (2024)

2.3. Economic Impact from Annual Operations

The overall economic impact of Notre Dame's annual operations is the sum of its direct economic footprint plus the indirect and induced effects that that footprint creates. That means that the larger the geography, the larger the direct footprint, and the larger the multiplier effect. The overall estimated economic impact generated on an annual basis is as follows (Figure 2.4):

- **$1.9 billion** in total impact within the **Notre Dame campus and the city of South Bend**, supporting more than 12,000 direct, indirect, and induced jobs, with over $1 billion in earnings.

Annual Operations Page 18

- **$2.4 billion** in total impact within **St. Joseph County**, supporting more than 14,000 direct, indirect, and induced jobs, with almost $1.2 billion in earnings.

- **$2.4 billion in total impact within the region, supporting almost 15,000 direct, indirect, and induced jobs, with almost $1.2 billion in earnings.**

- **$2.5 billion** in total impact within Indiana, supporting almost 15,000 direct, indirect, and induced jobs, with almost $1.2 billion in earnings.

Figure 2.4: Annual Economic Impact of Notre Dame Operations within Notre Dame and South Bend, St. Joseph County, the Region, and Indiana

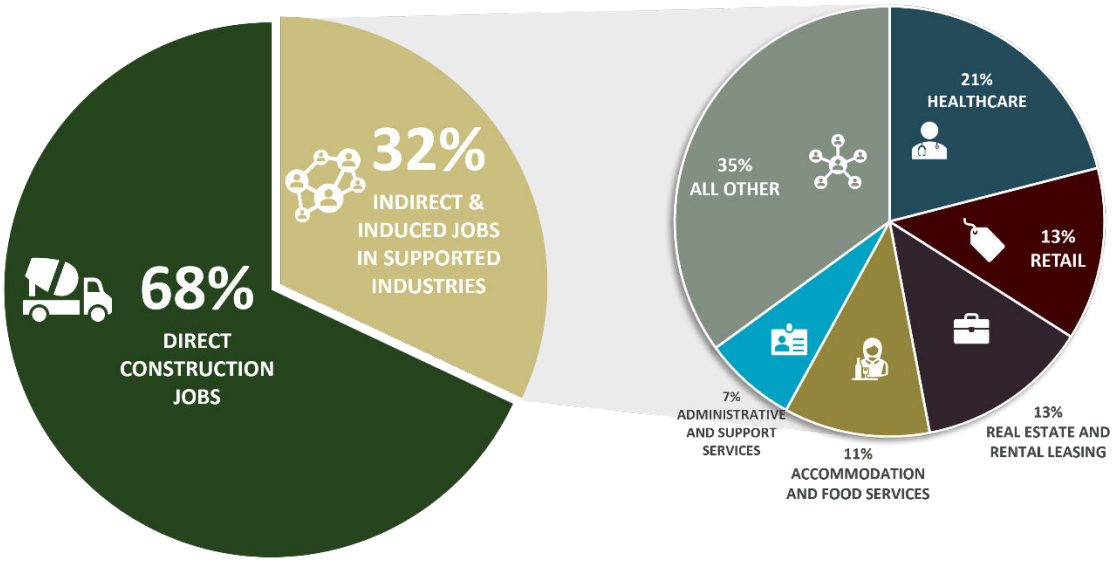
Economic Impact	Notre Dame & South Bend	St. Joseph County	Three-County Region	Indiana
Direct Output ($M)	$1,433	$1,433	$1,433	$1,433
Indirect and Induced Output ($M)	$442	$930	$976	$1,051
Total Output ($M)	**$1,875**	**$2,363**	**$2,409**	**$2,484**
Employment	**12,100**	**14,300**	**14,600**	**14,900**
Earnings ($M)	**$1,038**	**$1,158**	**$1,170**	**$1,188**

Source: Notre Dame (2023), Econsult Solutions (2024)

2.4. Industry Distribution of Economic Impact from Annual Operations

Notre Dame's daily operations, encompassing procurement of goods and services and the utilization of labor income it generates, exert influence across multiple sectors. While its direct effects are primarily observed within the construction industry, the indirect and induced impacts extend to various other sectors, notably enhancing health care, accommodation and food services, real estate services, and administrative and support services (Figure 2.5).

Figure 2.5: Industry Distribution of Employment Generated by Notre Dame's Operations Within the State of Indiana



Source: IMPLAN (2022), Econsult Solutions (2024)

2.5. Tax Revenue Impact from Annual Operations

Despite being a nonprofit organization, Notre Dame's operational activities yield significant fiscal impacts. These activities bolster local and state tax bases both directly, through the taxation of faculty and staff incomes, and indirectly, via expenditures from Notre Dame's vendors and employees.

Notre Dame's annual operations, and the spillover economic activity supported by them, produce more than $99 million in tax revenue for Indiana each year.

It is estimated that Notre Dame operations generate more than **$99 million in personal income, sales, and business income tax revenue for Indiana each year.** The $99 million in tax revenue includes sales, business, and income taxes generated by the indirect and induced activities associated with Notre Dame's annual operations. Notre Dame's operations also generate income taxes (and, to a lesser degree, grow the base for other local tax categories) for the city of South Bend and other government jurisdictions besides the state of Indiana.

While the University does not directly generate sales and business taxes, its fiscal impact does include direct income taxes paid by Notre Dame employees. Notre Dame's operations generate more than $7 million in personal income tax revenue for South Bend (Figure 2.6).

Figure 2.6: Estimated Annual Tax Revenue Impact from The University of Notre Dame Annual Operations to the City of South Bend and State of Indiana ($M)

Tax Type	South Bend	Indiana
Income Tax ($M)	$7.4	$54.5
Sales Tax ($M)	-	$38.9
Business Tax ($M)	-	$5.7
Total Tax Revenue ($M)	**$7.4**	**$99.2**

Source: Notre Dame (2023), Econsult Solutions (2024)

3. Impact from Direct Spending—Capital Outlays

3.1. Section Overview

Notre Dame spends millions of dollars annually on capital investments on campus. The University invests an average of $237 million (in 2023 USD) in new buildings and renovations each year, which directly supports the local construction industry and contributes significantly to the local government in the form of taxes.

This section finds that Notre Dame's capital investments result in $425 million in total economic impact within the region and support 2,420 full-time jobs.



3.2. Direct Annualized Capital Investments

Notre Dame's goals of Catholic scholarship, superb undergraduate and graduate programs, and advancing human understanding as part of its 2033 Strategic Framework are reflected in its capital investments, reiterating its commitment to developing and investing in the University.

Estimates for total construction and renovation activity each year were determined using capital spending data from the University from 2015 to present. Capital investments for each year were then inflation-adjusted to consistent dollar terms (in 2023 USD), aggregated, and annualized.

Notre Dame has spent an average of $237 million on construction over the past 10 years (in 2023 USD); and for the fiscal year 2023, Notre Dame spent $158 million on construction. The institution's budgeted capital investments for FY2024 are $90 million (Figure 3.1). Capital investments were made toward the construction of the Raclin Murphy Museum, Basilica Reliquary Chapel, Hesburgh Library Grand Reading Room, and many other projects. The University completed construction on the Campus Crossroads project over the period of 2015 to 2018, marking the largest building project in Notre Dame's history. The Campus Crossroads project included the construction of the three buildings that envelop Notre Dame Stadium: Duncan Student Center, the O'Neill Hall of Music, and Corbett Family Hall. The Walsh Family Hall of Architecture and Jenkins and Nanovic Halls were also built during that time frame. These investments into Notre Dame's infrastructure show the University's commitment to its future and to its

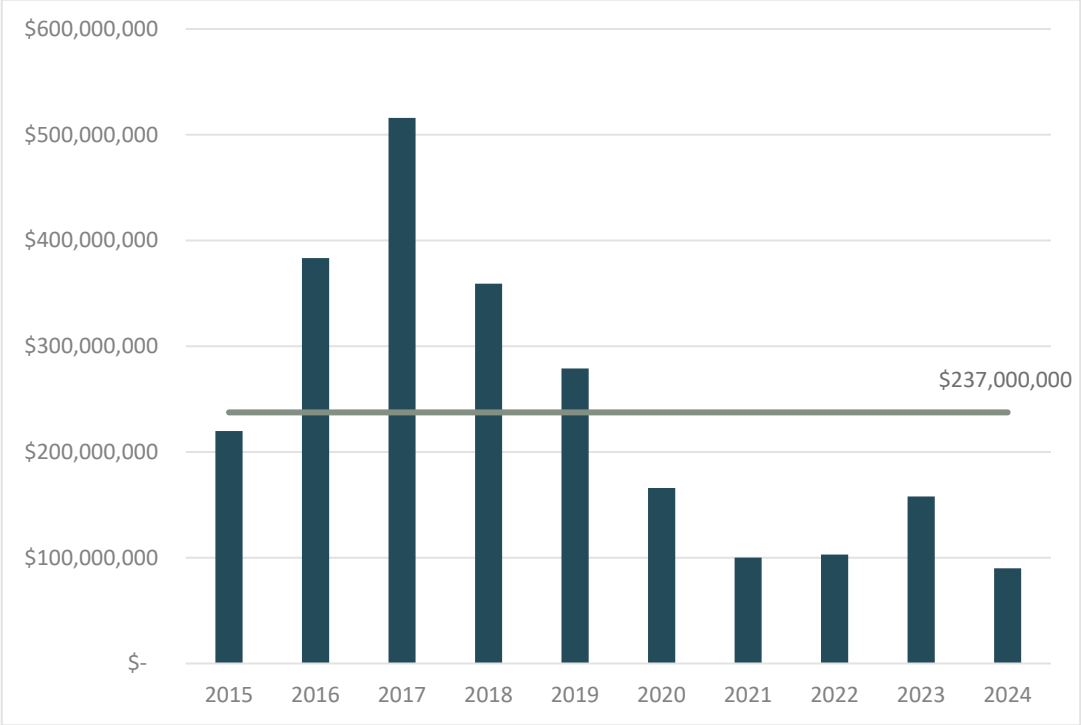
stated goals. These investments into the physical campus improve Notre Dame's ability to attract the best students and faculty.

Directly Supporting the Region's Construction

$2.37 Billion

Aggregate Capital Investment by University of Notre Dame 2015–2024

Figure 3.1: University of Notre Dame's Capital Expenses FY 2015–FY 2024[5]



Source: Notre Dame (2024)

[5] A university's capital expenditures vary significantly between years depending on the time period in which an institution invests in major capital projects. Similarly for Notre Dame, as represented in Figure 3.1, the University undertook the Campus Crossroads project amounting to over $400 million between 2014 and 2018. The number of Notre Dame's capital projects reduced around the time period of the COVID pandemic and increased again in 2023. To capture the complete picture of the University's impacts from its various capital investments, ESI averaged the University's capital investments over 10 years, which includes periods of high investments and low investments.

3.3. Economic Impact from Capital Investments

With the sizable investments mentioned previously, Notre Dame significantly impacts the surrounding regions, including the city of South Bend and Notre Dame, St. Joseph County, and the region (St. Joseph, Marshall, and Elkhart counties). Investments include hard costs of construction, renovation and state of good repair expenses, equipment purchases, and the purchase and procurement of materials and services. Capital expenditures also support a wide base of wholesalers, manufacturers, and professional services providers besides construction companies within the University's city, county, and state.

In South Bend, the capital investments from Notre Dame generate an average of $237 million in direct economic output and $71 million in indirect and induced output within Notre Dame and South Bend, supporting 1,880 full-time jobs and $104 million in earnings (see Figure 3.2).

In the region, Notre Dame generates $237 million in direct economic output and $188 million in indirect and induced economic impact for a total economic impact of $425 million. It further supports 2,420 full-time jobs and $136 million in earnings.

In the state of Indiana, the impact is much greater, providing $237 million in direct economic impact, and generating $221 million in indirect and induced economic impact. Altogether, the total annualized economic impact of the capital expenditures within the state is $458 million, providing over 2,500 jobs.

Figure 3.2: Annual Economic Impact of University of Notre Dame's Capital Investments

Economic Impact	ND+SB	St. Joseph County	Region	Indiana
Direct Output ($M)	$237	$237	$237	$237
Indirect and Induced Impact ($M)	$71	$160	$188	$221
Total Output ($M)	**$308**	**$397**	**$425**	**$458**
Employment (FTE)	1,880	2,320	2,420	2,520
Earnings ($M)	$104	$130	$136	$143

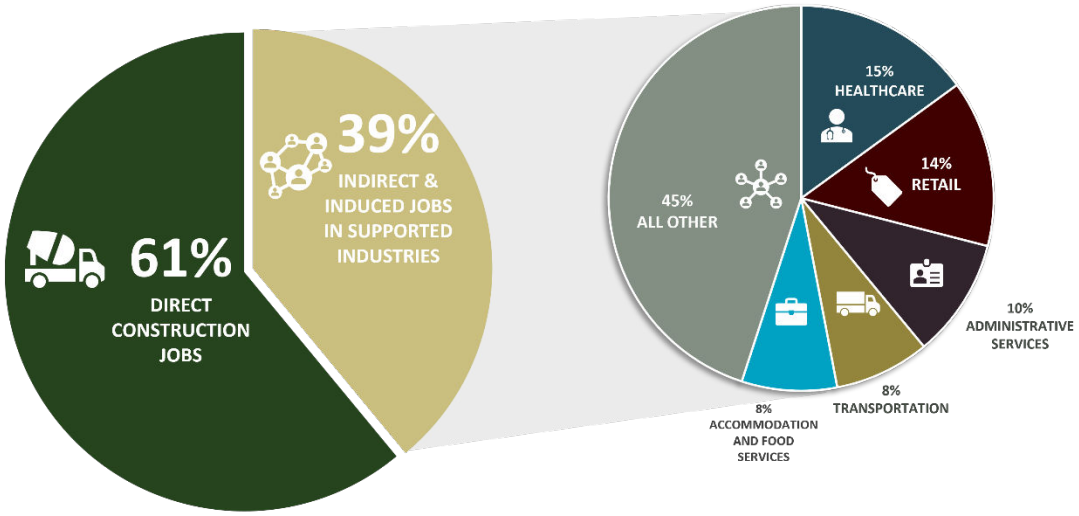
Source: Notre Dame (2024), IMPLAN (2022), Econsult Solutions (2024)

3.4. Industry Distribution of Economic Impact from Capital Investments

The economic impact from Notre Dame's capital investments stretches to the local construction industry and adjacent sectors such as health care, retail, transportation, and administration services. Every year,

Notre Dame capital projects support over 1,500 direct jobs in the construction industry and another 990 indirect and induced jobs in supporting industries, within Indiana (Figure 3.3).

Figure 3.3: Industry Distribution of Employment Generated by University of Notre Dame's Capital Investment within Indiana



Source: Notre Dame (2024), IMPLAN (2022), Econsult Solutions (2024)

3.5. Tax Revenue Impact from Capital Investments

Notre Dame's investments are a significant contributor to tax revenue for Indiana. Direct capital investments help create construction jobs and support local construction companies and their suppliers, all of which generate sales taxes to the city and income, sales, and business taxes to Indiana. Notre Dame's capital expenditures, in total, generate $10.5 million in annual taxes to the state of Indiana, and generate $0.8 million in income tax to South Bend. The University also pays permits and development fees to the City of South Bend when it undertakes major construction projects.

Figure 3.4: Estimated Annual Tax Revenue Impact from University of Notre Dame's Capital Investments

Tax Type	City of South Bend	State of Indiana
Income Tax ($M)	$0.8	$4.5
Sales Tax ($M)	-	$5.2
Business Tax ($M)	-	$0.8
Total Tax Revenue ($M)	**$0.8**	**$10.5**

Source: Notre Dame (2024), IMPLAN (2022), Econsult Solutions (2024)

3.6. The Bigger Impact

Notre Dame's extensive capital investments represent a significant amount of economic opportunity for the local construction sector, but also support activity and employment in many other related industries. For example, the University's sizable capital investments over the past few years have funded the construction of the new Raclin Murphy Museum of Art, a 132,000-square-foot complex completed in late 2023. Notre Dame is in the process of completing a new 79,000-square-foot men's residence hall planned to be completed in summer of 2024. There is also a 200,000-square-foot research building under construction that will connect to and complement the three-story McCourtney Hall, completed in 2016. The buildings will, together, become known as the east campus research complex.

The University's investments extend beyond Notre Dame to the three-county region. Its recent acquisition of the former South Bend Tribune building in downtown South Bend will result in direct economic activity in the region. Such an investment also aligns with the University's 2033 Strategic Framework which has a primary focus on increasing "investments in science and engineering and further collaborations to advance economic well-being in the South Bend–Elkhart region."[6] The University's efforts to induce economic activity in the region while supporting the city's ongoing initiative to "build

[6] "Notre Dame Acquires Former Tribune Property in Downtown South Bend," Notre Dame Office of Public Affairs and Communications, https://publicaffairs.nd.edu/news/notre-dame-acquires-former-tribune-property-in-downtown-south-bend/.

up downtown South Bend to its fullest potential" speaks to its commitment to continually improve the institution and the community around it.[7]



[7] "City Leaders Announce New Downtown Plan, $1 Billion Investment," ABC57, https://www.abc57.com/news/city-leaders-announce-new-downtown-plan-1-billion-investment.

4. Impact from Ancillary Spending—Students and Visitors

4.1. Section Overview

The University of Notre Dame not only contributes to the economy through its operational and capital expenditures (sections 2 and 3), but also generates economic activity for its city, region, and state by attracting spenders from outside these areas. Visitors drawn to South Bend from around the world, including students and tourists, contribute directly and indirectly to various sectors of the economy, notably related to expenditures in food, lodging, transportation, and retail. While certain expenditures such as student tuition and on-campus housing directly benefit Notre Dame and are reflected in its annual operations (section 2), a significant portion of spending occurs off-campus in nearby neighborhoods and throughout the region. This ancillary spending, circulating through the local economy, presents economic opportunities for local merchants.



In contrast to the detailed breakdown of University spending provided in Section 2, the assessment of ancillary spending relies on a combination of direct data from Notre Dame and research-backed assumptions, aiming for conservative estimates to prevent overstatement. **In the region, the economic impact of ancillary spending by students and their visitors is nearly $177 million in total output annually, supporting more than 1,300 jobs and generating $5.3 million in state tax revenues.**

This section focuses on the economic effects of ancillary spending associated with Notre Dame students and their visitors, and from visitors attending athletic events, alumni gatherings, cultural functions, and other occasions. Subsequently, Section 5 focuses on the economic impact of ancillary spending from Notre Dame Athletics attendees.

In addition to their economic implications, it is vital to acknowledge the substantial non-economic advantages of these investments. While the economic boost from students and visitors plays a key role in fortifying the local economy—supporting employment and enriching the tax revenue—the arrival of diverse populations also fosters a variety of retail, dining, and housing opportunities. This wealth and a

variety of choices further elevate the region's allure as an attractive year-round residence, ultimately enhancing the overall quality of life for its inhabitants.

Regional Annual Economic and Fiscal Impact in FY 2023



4.2. Student Spending

Notre Dame attracts a discerning student body drawn to the University's distinctive blend of academic excellence, Catholic principles, and vibrant campus culture. Given that a significant portion of Notre Dame's student body and their accompanying visitors hail from across the nation and globe, their purchasing power becomes a significant import to the region.

In the fall of 2023, Notre Dame's campus hosted approximately 12,500 enrolled students (undergraduate, graduate/professional), among whom 7,200 resided in on-campus housing, 4,800 lived off-campus, and a little more than 500 commuted from home. While the spending habits of individual students may vary, Notre Dame's financial aid office regularly furnishes "cost of attendance" data, offering estimates of typical student expenditures encompassing both tuition and non-tuition costs. These figures serve as the foundation for deriving average spending profiles for on-campus, off-campus, and students commuting from the family home.

To ensure conservative estimates, ancillary spending not directly accounted for by Notre Dame was meticulously calculated. For instance, housing and board payments made by on-campus residents are channeled directly to the University and thus accounted for within Notre Dame's operational budget, exempting them from ancillary spending calculations. Conversely, the model captures rental expenses for students residing off-campus in South Bend but excludes those of commuting students, as their living arrangements are independent of their enrollment at Notre Dame. However, commuting students contribute to other expenditure categories such as transportation and food.

This methodology yields an annual average spending projection of approximately $17.4 million for the on-campus student body, $95.3 million for the off-campus student body, and $1.3 million from commuters, culminating in a collective spending estimate of $114 million per year (Figure 4.1).

Figure 4.1: Annual Ancillary Spending by University of Notre Dame Students by Student Type[8]

Student Type	Number of Students	Per Student Ancillary Spending	Aggregate Ancillary Spending ($M)
On-Campus	7,203	$2,418	$17.4
Off-Campus	4,811	$19,815	$95.3
Commuters	509	$2,475	$1.3
Total	**12,523**		**$114.0**

Source: Notre Dame (2023), Econsult Solutions (2024)

Notre Dame students spend $114 million within the region every year

To accurately model ancillary spending, it is crucial to delineate the geographic areas where such spending occurs, recognizing that not all student expenditures are confined to South Bend or even Indiana. A notable example is the increasing trend of retail transactions conducted online. Additionally, students may allocate a portion of their disposable income to merchants located outside the state, which minimally contributes to the local economy. However, it is noteworthy that due to the global appeal of the University, a significant portion of student and visitor spending originates from diverse international sources, enhancing the local economy due to Notre Dame's presence.

Taking into account industry benchmarks and employing conservative assumptions, adjustments are made to the estimates of student spending. It is estimated that out of the $114 million in ancillary spending by Notre Dame students annually, approximately $72 million circulates within the local economy, $89 million stays within St. Joseph County, **$99 million circulates within the broader three-county region,** and $105 million stays within Indiana (Figure 4.2).

[8] See Appendix B for the ancillary spending methodology.

Figure 4.2: Aggregate Annual Ancillary Spending by Notre Dame Students within Notre Dame and South Bend, St. Joseph County, the region, and Indiana

Student Type	Notre Dame & South Bend	St. Joseph County	Region	Indiana
On-Campus	$5.3	$7.6	**$9.5**	$10.4
Off-Campus	$63.8	$77.8	**$83.6**	$88.4
Commuters	$2.4	$3.9	**$5.4**	$6.0
Total	**$71.5**	**$89.4**	**$98.5**	**$104.7**

Source: Notre Dame (2023), Econsult Solutions (2024)

4.3. Spending by Prospective Students and Visitors of Students

Students are the largest source of ancillary spending. However, Notre Dame also attracts many different types of visitors to campus, and their spending represents another impact on the regional economy. Throughout the academic year and over the summer, Notre Dame attracts thousands of visitors—many of which come from outside of the region and spend money at local hotels and restaurants, helping to support employment and generate tax revenues for the city and the state. This subsection identifies visitor categories and estimates the aggregate annual spending represented by them.

The following visitor categories were considered material enough to be included in this analysis:

1. **Admitted and prospective students**, who come from all over the world to visit Notre Dame's campus, sometimes during home football weekends.
2. **Visitors of students** come to campus for big events including move-in and move-out days.
3. **Junior Parents Weekend visitors,** including all family members of current students who come to attend the Junior Parents Weekend held on campus.
4. **Commencement visitors,** which include all family and friends who attend the important ceremony.

Attendance, operational, and financial information provided by Notre Dame was supplemented by independent research on visitor volume and spending to arrive at an estimate of the total number of visitors represented by the above categories, an estimate of how they distribute by visitor type (i.e., local vs. day trip vs. overnight visitor), and an estimate of each visitor type's spending profile (i.e., per-day spending amounts and distribution by expenditure category).

It is estimated that visitors to campus annually represent over 50,000 visits per year and nearly $8.7 million in spending within the state economy (Figure 4.3).

In total, visitors of students and prospective students generate over $6 million in annual ancillary spending within Notre Dame and South Bend and $7 million within the region, and in total, carry a nearly $8 million spending footprint for Indiana (Figure 4.3).

Figure 4.3: Aggregate Annual Spending by University of Notre Dame Visitors

Visitor Type	Attendees	Spending per Visitor	Total Spending ($M)
Admitted and Prospective Students (Grad.)	38,980	$174.00	$6.79
Move in / Out	2,200	$172.43	$0.38
Junior Parents Weekend	3,405	$172.69	$0.59
Commencement	24,757	$172.13	$4.27
Total	**69,342**	**$173.47**	**$12.02**
Within Notre Dame and South Bend ($M)			$8.7
Within St. Joseph County ($M)			$9.4
Within the region ($M)			$10.0
Within Indiana ($M)			$10.7

Source: Notre Dame (2023), Econsult Solutions (2024)

Notre Dame Visitors and the Region

While students and their visitors primarily flock to South Bend for the University, Notre Dame actively promotes off-campus attractions to enhance their overall experience, positioning itself as one of the region's premier tourist destinations and an influential advocate for tourism. The region boasts an array of exceptional arts, entertainment, and recreational offerings. The Morris Performing Arts Center, situated downtown, hosts renowned national acts throughout the year, while Notre Dame's DeBartolo Performing Arts Center showcases top-tier performances. Adjacent to the downtown's Renaissance District stands Four Winds Field, serving as the home stadium for the South Bend Cubs, the Class High A affiliate of the Chicago Cubs. Furthermore, Notre Dame's campus is conveniently located within an hour's drive of the beaches of Lake Michigan, where charming coastal communities offer visitors leisure opportunities.

In close proximity to campus, Eddy Street Commons exemplifies a successful public-private partnership. This vibrant mixed-use destination, featuring dining, residential, and retail spaces, is the fruit of collaboration between South Bend and the University, attracting visitors year-round. Additionally, just a short distance from campus, a bustling retail corridor boasts University Park Mall, Heritage Square, and numerous shopping and dining establishments, further enriching the region's offerings.

In essence, the spending patterns of visitors, as outlined in this subsection, create additional demand for a wide range of businesses throughout the region, including restaurants, hotels, and tourist attractions.

Therefore, Notre Dame plays a pivotal role in the region's promotional efforts to attract outside visitors, enriching the local economy and fostering regional growth.

While the South Bend region entices visitors with its diverse attractions, the presence of the University draws many additional individuals into the area who may have otherwise overlooked the region, further enhancing its appeal as a vibrant and dynamic destination.

4.4. Spending from Large-Scale Events

Notre Dame frequently plays host to a multitude of visitors attending diverse educational and cultural gatherings. Additionally, many Notre Dame alumni return to campus to partake in traditions such as attending Mass at the Basilica. A considerable number of these visitors originate from beyond the region, contributing to the local economy by patronizing hotels and restaurants, thereby bolstering employment opportunities and generating tax revenues for South Bend and Indiana. Indeed, Notre Dame stands as one of the region's foremost attractions, fostering visitation to other nearby attractions.

To accurately gauge the aggregate spending of visitors, it is imperative to delineate spending profiles for each visitor type, recognizing that each group may exhibit distinct economic behaviors. Factors such as the purpose of visit, duration of stay, distance traveled, type of event, and visitor demographics inform these spending patterns. The visitor spending analysis encompasses the following visitor categories:

- **Alumni Reunion** (held annually)
- **Arts and Culture**: Encompassing visitors there to experience various music performers in the stadium and other performance venues.
- **Non-Local Hosted Athletic Events**: Such as various travel youth hockey tournaments.
- **Local Hosted Athletic Events**: Such as the Adult Hockey League.
- **Weddings**: Couples and their guests spending their wedding weekends at Notre Dame.
- **Conferences and competitions**: Including the National Baton Twirling Championships, formerly called America's Youth on Parade (AYOP).
- **Eck Visitors Center**: Attracting visitors for tours of the campus's historic sites.
- **Religious Pilgrims and Churchgoers**: Including visitors to the Basilica and other on-campus religious sites.

In total, there were approximately 3 million visitors to Notre Dame's campus for various professional, cultural, celebratory, and religious events (Figure 4.4), demonstrating that Notre Dame attracts a wide range of additional visitors to its campus and events.

Figure 4.4: Attendees by Type of Event, 2022–2023

Event Type	Total Attendees	Students, Faculty, Local	Regional (Day Trip)	Overnight Trip	Average Number of Nights
Alumni Reunion	1,706	171	341	1,194	2
Arts	616,873	462,655	92,531	61,687	1
Weddings	19,000	4,750	4,750	9,500	2
Conferences	32,850	6,570	6,570	19,710	2
Eck Visitors Center	158,556	47,567	79,278	31,711	1
Masses	852,109	298,238	340,844	213,027	1
Total	**1,648,744**	**813,480**	**517,844**	**317,420**	

Source: Notre Dame (2023), Econsult Solutions (2024)

Aggregate ancillary spending by large-scale events visitors on campus (omitting any athletics-related activities, which are included in section 5) significantly contributes to the economic vitality of the region. Visitor spending generates approximately $90 million within Notre Dame and South Bend, $97 million within St. Joseph County, around $104 million within the broader region, and roughly $111 million within Indiana. It is important to consider that a portion of this spending exits the region immediately, thus lacking a multiplier effect within the regional economy. For instance, a substantial portion of retail spending is directed toward manufacturers and wholesalers located outside the region. To address this, the modeling approach employed in this report conservatively accounts for only the retail margin—i.e., the difference between the purchase price for the retailer and the sales price for the customer. With this adjustment, the analysis includes $42.8 million in spending within Notre Dame and South Bend, $46.7 million within St. Joseph County, $50.5 million in the region, and $54.4 million within Indiana (Figure 4.5).

Figure 4.5: Aggregate Ancillary Spending by Large-Scale Event Visitors by Geography ($M)

Type	Spending within Notre Dame & South Bend	Spending within St. Joseph County	Spending within the Region	Spending within Indiana
Regional Visitors	$33.9	$36.6	$39.3	$42.1
Overnight Visitors	$56.2	$60.5	$64.8	$69.1
Total	**$90.1**	**$97.1**	**$104.1**	**$111.2**
Minus Non-Modeled Amount	$47.3	$50.4	$53.6	$56.7
Modeled Amount	**$42.8**	**$46.7**	**$50.5**	**$54.4**

Source: Econsult Solutions (2024)

4.5. Economic Impact from Students, Student Visitors, and Large-Scale Event Visitor Spending

The expenditures made by Notre Dame students, their visitors, and visitors of other large-scale events hosted at Notre Dame, spanning categories such as lodging, dining, retail, and transportation, represent a substantial source of revenue for business owners in South Bend and across the wider region. Collectively, the ancillary spending by these groups amounts to approximately $170 million within Notre Dame and South Bend, $196 million within St. Joseph County, nearly $213 million within the broader region, and approximately $227 million within Indiana.

It is imperative to account for the fact that a portion of this spending exits the region immediately, thus lacking a multiplier effect within the regional economy. As mentioned previously, to address this, ESI's modeling approach conservatively incorporates only the retail margin—i.e., the difference between the purchase price for the retailer and the sales price for the customer.

Following this adjustment, the spending included in our analysis amounts to $108 million within Notre Dame and South Bend, $125 million in St. Joseph County, $131 million within the region, and $133 million within Indiana (Figure 4.6).

Figure 4.6: Aggregate Ancillary Spending by Notre Dame Students, Student Visitors, and Large-Scale Event Visitors by Geography ($M)

Type	Spending within Notre Dame & South Bend	Spending within St. Joseph County	Spending within the Region	Spending within Indiana
Regional Visitors	$105.4	$126.0	**$137.8**	$146.7
Overnight Visitors	$64.9	$69.9	**$74.8**	$79.7
Total	**$170.3**	**$195.9**	**$212.6**	**$226.5**
Minus Non-Modeled Amount	$62.0	$71.4	$81.9	$93.2
Modeled Amount	**$108.3**	**$124.5**	**$130.6**	**$133.3**

Source: Notre Dame (2023), Econsult Solutions (2024)

The infusion of ancillary spending by students and visitors cascades throughout the region, catalyzing a multiplier effect and yielding the following annual economic impacts (Figure 4.7):

- $138 million in total output, supporting 1,000 jobs and $26 million in wages within Notre Dame and South Bend.
- $157 million in total output, supporting 1,100 jobs and almost $32 million in wages within St. Joseph County.

- **$177 million in total output, supporting 1,320 jobs and $36.4 million in wages within the region.**
- $204 million in total output, supporting 1,510 jobs and $43.5 million in wages within Indiana.

Figure 4.7: Estimated Annual Economic Impact from Notre Dame Student and Visitor Spending within Notre Dame and South Bend, St. Joseph County, the region, and Indiana

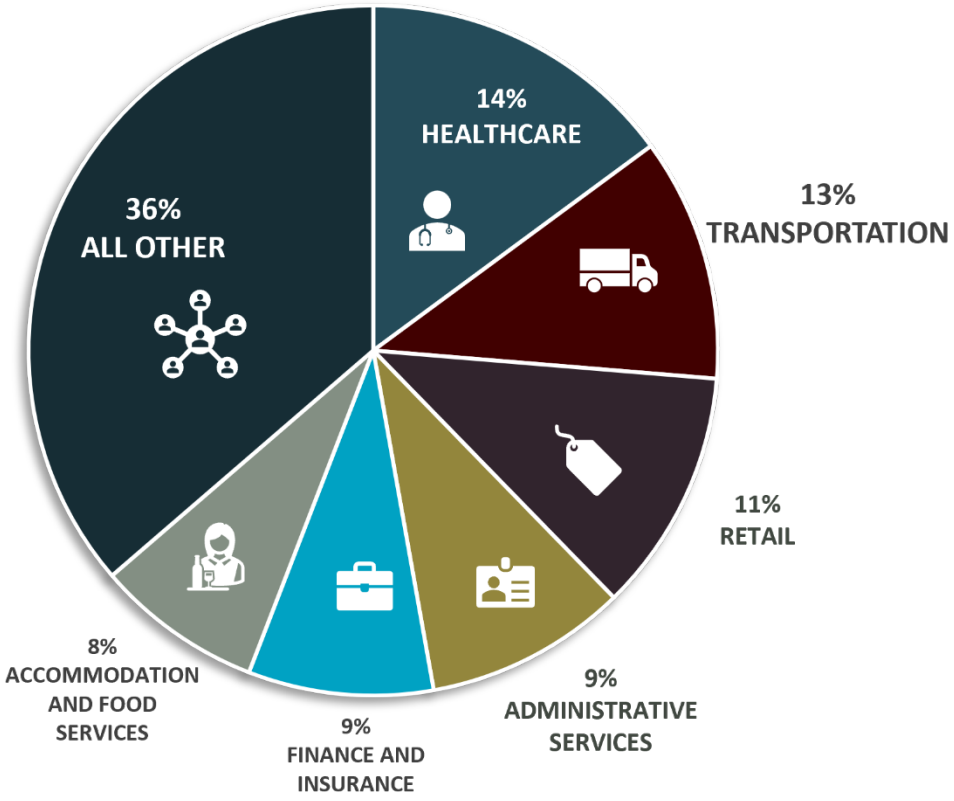
Economic Impact	Notre Dame & South Bend	St. Joseph County	**Region**	Indiana
Direct Output ($M)	$118.3	$118.3	**$130.0**	$141.5
Indirect and Induced Output ($M)	$19.5	$39.2	**$46.5**	$62.0
Total Output ($M)	**$137.8**	**$157.4**	**$176.5**	**$203.5**
Employment	1,000	1,100	**1,320**	1,510
Earnings ($M)	$26.0	$31.9	**$36.4**	$43.5

Source: Notre Dame (2023), Econsult Solutions (2024)

4.6. Industry Distribution of Economic Impact

The expenditures made by students and visitors have a direct impact on various industries, setting off a multiplier effect that ripples across additional sectors. This influx of spending in Indiana sustains employment across a diverse array of industries statewide, notably health care, retail trade, and transportation (Figure 4.8).

Figure 4.8: Industry Distribution of Employment Impact of Notre Dame Student and Visitor Spending within Indiana



Source: IMPLAN (2022), Econsult Solutions (2024)

4.7. Tax Revenue Impact from Student and Visitor Spending

Student and visitor spending also bolsters diverse local and state tax revenues, providing funds for various government jurisdictions annually. It is projected that the economic impact stemming from Notre Dame student and visitor expenditures generates more than $5 million in annualized tax revenues for Indiana government each year (Figure 4.11), along with smaller amounts allocated to various local jurisdictions. Furthermore, visitors to Notre Dame students who opt for accommodations in local hotels contribute to St. Joseph County through the hotel tax. Crucially, the bulk of this tax revenue generation originates from spending that initially originated from outside the region. This underscores Notre Dame's role in attracting external funds to the area, thereby generating tax revenue to bolster local public services.

Figure 4.11: Estimated Annual Tax Revenue Impact from The University of Notre Dame Student and Visitor Spending to the State of Indiana ($M)

Tax Type	State of Indiana
Income Tax	$1.7
Sales Tax	$3.1
Business Tax	$0.5
Total Tax Revenue	**$5.3**

Source: Notre Dame (2023), Econsult Solutions (2024)

Drawing Visitors and Their Spending into the Region

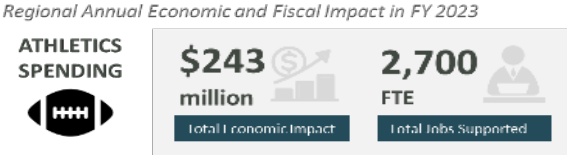
1.1 Million

Aggregate # Overnight Visitors to Region from University of Notre Dame Events

5. Athletics

5.1. Section Overview

This section delves into the additional economic impact generated within the region by individuals visiting the University of Notre Dame for athletic events. This underscores Notre Dame's role not just as an educational institution but as a genuine catalyst for economic impact within the regional economy. **Collectively, the ancillary spending of these visitors in the region is estimated to surpass $243 million in total output, supporting nearly 2,700 jobs and generating more than $12 million in tax revenue annually**.



5.2. Spending by Athletics' Event Attendees and Visiting Teams

A significant portion of spectators hail from outside the region, drawn particularly to the football program, which boasts a national following and constitutes the majority of total athletic event attendance (Figure 5.1). Beyond spectators, each team competing against Notre Dame brings along its own contingent of fans, coaches, and media personnel.

Figure 5.1: Number of Spectators by Type of Sport and By Visitor Type, 2022–23 Season[9]

Sport	Number of Events	Number of Spectators	Students, Faculty, and Staff	Local	Regional (Day Trip)	Overnight Trip
Men's Soccer	12	15,611	7,805	2,342	3,903	1,561
Women's Soccer	13	12,322	6,156	1,850	3,083	1,233
Volleyball	16	11,860	5,930	1,779	2,965	1,186
Men's Basketball	20	162,391	81,195	24,359	40,598	16,239
Women's Basketball	16	130,400	65,200	19,560	32,600	13,040
Football	6	657,757	106,464	109,555	136,063	305,675
Hockey	24	67,191	33,595	10,079	16,798	6,719
Baseball	27	9,700	4,850	1,455	2,425	970
Softball	21	4,720	2,360	708	1,180	472
Men's Lacrosse	8	19,051	9,525	2,858	4,763	1,905
Women's Lacrosse	10	10,611	5,305	1,592	2,653	1,061
Total	**173**	**1,101,614**	**328,385**	**176,137**	**247,031**	**350,061**

[9] Please note Athletics' attendance counting structure has changed since the 2018 economic impact report. Football, hockey, and men's and women's basketball are ticketed events, so attendance is counted as the number of tickets sold. (Football attendance also includes the number of people on campus to enjoy the atmosphere who did not attend the game.) Attendance for other sports is based on headcount.

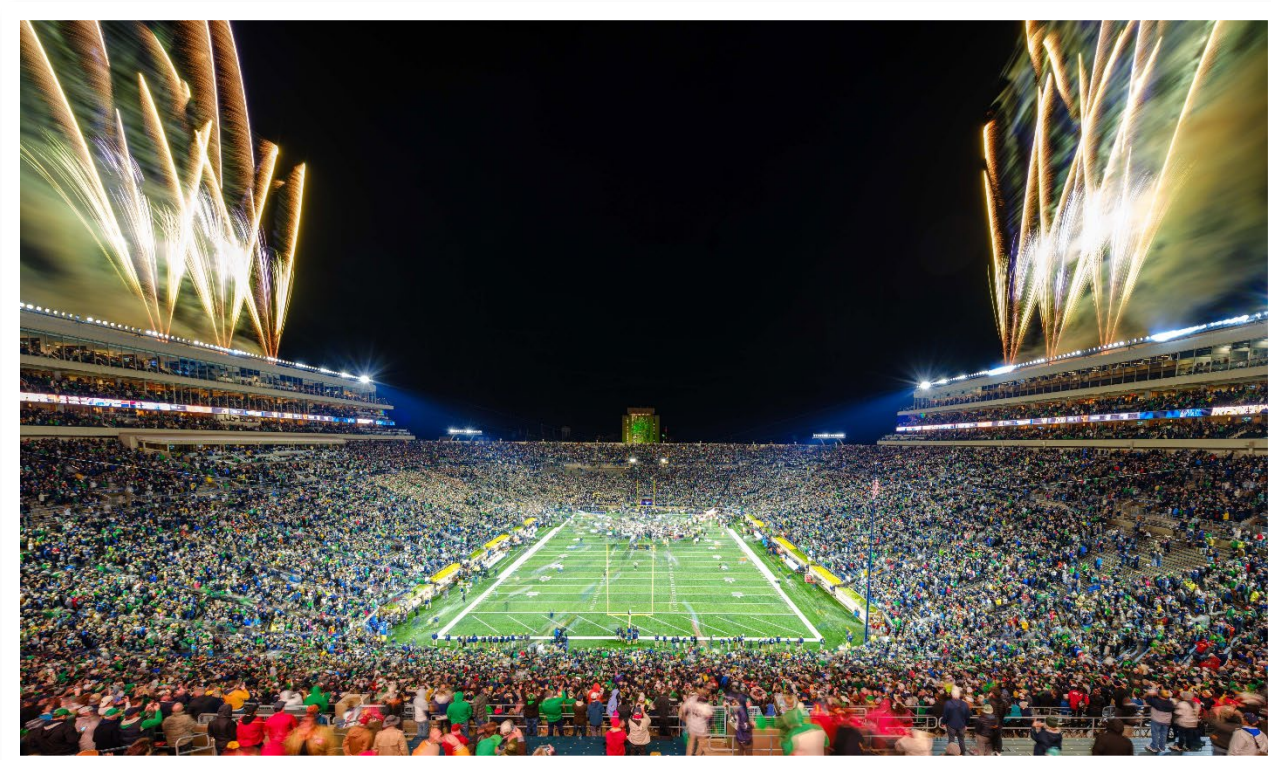
Source: Notre Dame (2023), Econsult Solutions (2024)

Data provided by Notre Dame indicates total attendance at athletic events for the academic year 2022-23 of approximately 1.1 million attendees. The largest segment came from home football games, which had a total attendance of almost 658,000, including an estimated 305,675 overnight visitors. Men's basketball has an aggregate attendance of approximately 162,000 annually; women's basketball is responsible for more than 130,000 spectators; and men's ice hockey supports 67,000 attendees. Attendees for football are estimated to be comprised of 16% students and locals, while attendees for other sports are estimated at 50% locals and students.

Figure 5.2: Aggregate Ancillary Spending by Athletics (non-Football) Event Spectators by Geography ($M)

Type	Spending within Notre Dame & South Bend	Spending within St. Joseph County	Spending within the Region	Spending within Indiana
Regional Visitors	$9.2	$9.9	**$10.6**	$11.4
Overnight Visitors	$23.8	$25.6	**$27.4**	$29.2
Total	**$32.9**	**$35.5**	**$38.0**	**$40.6**
Minus Non-Modeled Amount	$17.0	$18.0	**$19.1**	$20.3
Modeled Amount	**$16.0**	**$17.5**	**$18.9**	**$20.3**

Source: Econsult Solutions (2024)



Spending profiles for athletics event visitors are divided into regional and overnight. Local and student visitors are conservatively assumed not to contribute any net new spending. It is important to note that a unique visitor spending profile was created for football weekends based on the heightened demand for lodging during this time.

Aggregate ancillary spending by football game spectators yields approximately $149 million in spending within Notre Dame and South Bend, $179 million within St. Joseph County, about $231 million within the region, and $254 million within Indiana. However, an adjustment was made to account for the fact that some of that spending immediately leaves the region and therefore does not have a multiplier effect within the regional economy. Therefore, the modeling approach used in this report conservatively includes only the retail margin (i.e., the difference between the purchase price for the retailer and the sales price for the customer). Based on this adjustment, the amount of spending included in our analysis is $89 million within South Bend, $116 million within St. Joseph County, $164 million within the region, and $182 million within Indiana (see Figure 5.3).

Figure 5.3 – Aggregate Ancillary Spending by Football Game Spectators by Geography ($M)

Type	Spending within Notre Dame & South Bend	Spending within St. Joseph County	Spending within the Region	Spending within Indiana
Regional Visitors	$8.0	$8.7	**$9.4**	$10.0
Overnight Visitors	$141.2	$170.3	**$221.6**	$243.4
Total	**$149.2**	**$179.0**	**$231.0**	**$253.5**
Minus Non-Modeled Amount	$59.9	$63.5	**$67.5**	$71.5
Modeled Amount	**$89.3**	**$115.5**	**$163.5**	**$182.0**

Source: Econsult Solutions (2024)

5.3. Economic Impact from Spending Related to Athletics Events

Spending by visitors to Notre Dame's athletics and other sporting events represents a significant component of the regional economy. Aggregate ancillary spending by all Notre Dame athletic event visitors generates about $182 million in spending within Notre Dame and South Bend, $215 million within St. Joseph County, about $269 million within the region, and approximately $294 million within Indiana.

Figure 5.4: Aggregate Ancillary Spending by Notre Dame Athletic Event Visitors by Geography ($M)

Type	Spending within Notre Dame & South Bend	Spending within St. Joseph's County	Spending within the Region	Spending within Indiana
Non-NCAA Sports Visitors and Facilities Users	$20.8	$22.4	**$24.0**	$25.6
Non-Football Athletics Visitors	$12.1	$13.1	**$14.0**	$15.0
Football Game Visitors	$149.2	$179.0	**$231.0**	$253.5
Total	**$182.1**	**$214.5**	**$269.0**	**$294.0**
Total Modeled	$141.7	$133.0	**$182.4**	

Source: Econsult Solutions (2024)

Ultimately, the influx of ancillary spending by visitors to Notre Dame athletics events has a multiplier effect throughout the region, generating the following annual economic impacts (see Figure 5.5):

- $179 million in total output, supporting 2,000 jobs and $54 million in earnings within St. Joseph County.
- **$243 million in total output, supporting 2,700 jobs and $66 million in earnings within the region.**
- $281 million in total output, supporting 3,100 jobs and $77 million in earnings within Indiana.

Figure 5.5: Estimated Annual Economic Impact from Notre Dame Athletics Event Visitors Spending within Notre Dame and South Bend, St. Joseph County, the region, and Indiana

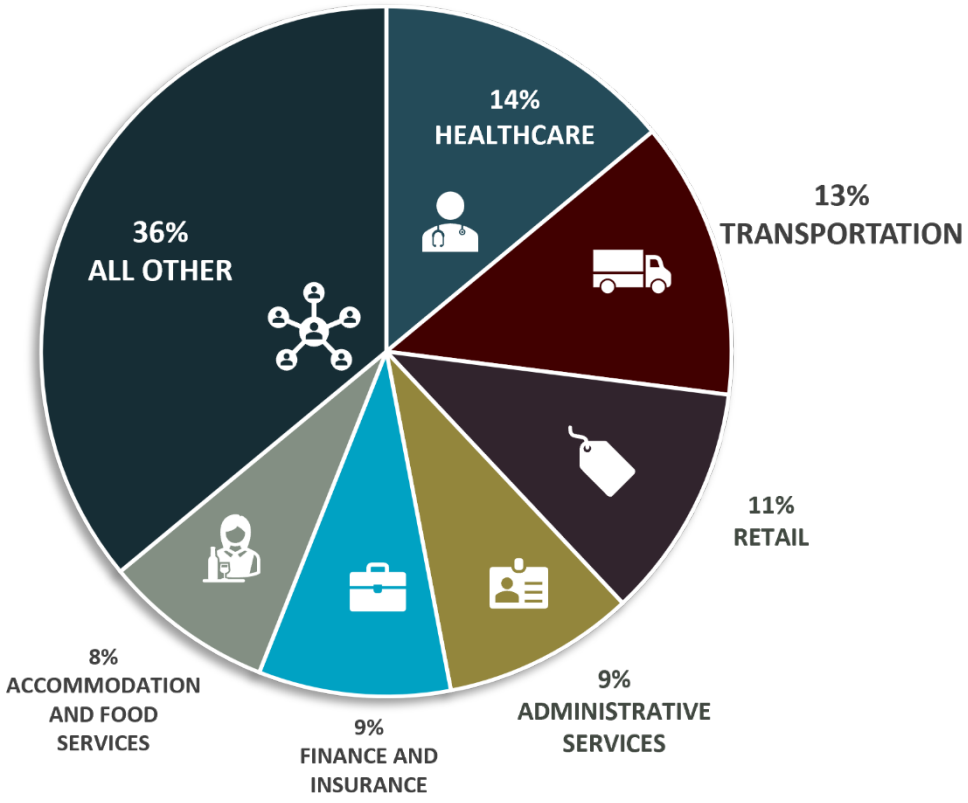
Economic Impact	Notre Dame & South Bend	St. Joseph County	Region	Indiana
Direct Output ($M)	$134	$134	**$184**	$204
Indirect and Induced Output ($M)	$22	$44	**$59**	$77
Total Output ($M)	**$157**	**$179**	**$243**	**$281**
Employment	**1,900**	**2,000**	**2,700**	**3,100**
Earnings ($M)	**$44**	**$54**	**$66**	**$77**

Source: Notre Dame (2023), Econsult Solutions (2024)

5.4. Industry Distribution from Economic Impact of Athletics Events

The spending by visitors to athletic and other large-scale events directly impacts a number of industries, and in turn creates a multiplier effect that reaches additional industries. This influx of spending supports jobs in Indiana in a wide range of sectors statewide (Figure 5.6).

Figure 5.6: Industry Distribution of Employment Impact of Notre Dame's Athletic Event Spending within Indiana



Source: IMPLAN (2022), Econsult Solutions (2024)

5.5. Tax Revenue Impact from Ancillary Spending of Athletics Events

University of Notre Dame athletic event spending substantially boosts its local and state tax bases, creating tax revenues for various government jurisdictions each year. It is estimated that the economic impact that results from athletic event visitor spending produces nearly $12.3 million in tax revenue for the Indiana government each year (Figure 5.7), as well as other, smaller amounts to various local jurisdictions. Overnight event participants and visitors generate significant revenue for St. Joseph County as well through the county hotel tax. These visitors contribute an estimated $1.2 million in hotel tax revenue to the county annually.

It is important to note that the vast majority of this tax revenue generation is from expenditures by out-of-town visitors. Tourism is an important economic development driver because it draws external money into the region in support of local tax bases. University of Notre Dame athletic events are key components of the region's tourism industry.

Figure 5.7: Estimated Annual Tax Revenue Impact from The University of Notre Dame Athletics Participant Spending to the State of Indiana ($M)

Tax Type	State of Indiana
Income Tax	$4.4
Sales Tax	$5.8
Business Tax	$0.9
Hotel Tax	$1.2
Total Tax Revenue	**$12.3**

Source: Notre Dame (2023), Econsult Solutions (2024)

5.6. Other Impacts from Athletics

Above and beyond these impacts attributable to Athletics are other ways Athletics enriches the area economy, primarily although not exclusively through football:

- Demand for Notre Dame merchandise creates spending that is captured by area merchants.
- Media outlets sell advertisements from broadcasting the games, representing promotional opportunities for local companies and bringing promotional spending from non-local companies into the area.
- The growing volume of "name, image, and likeness" payments to student-athletes represents additional potential for consumer spending that benefits local businesses.

Furthermore, Athletics plays an important role in elevating important objectives for the University, namely:

- Stronger social and professional connections between alumni and fans.
- Heightened engagement between alumni and the University (including the prospect of more alumni contributions to the University).
- Greater awareness of and enhanced reputation to the University as a whole because of the reach and positive example of Athletics.
- Local service efforts by a team and its student-athletes are a positive representation of the University to the surrounding community.

- Training student-athletes with life skills to become alumni who enjoy careers in leadership and service off the football field.

5.7. The Unique Impact of Notre Dame Football

Notre Dame football draws fans from around the country into the region. For a few weekends per year, the area experiences an incredible influx of spectators to watch the Fighting Irish at Notre Dame Stadium—which sells tickets to capacity of almost 80,000 seats for each home game. While local hotels benefit greatly from the increased demand, local homeowners in South Bend and the surrounding areas also benefit from the games. For many local homeowners, football game weekends translate to additional income from renting out their homes through various home-sharing websites such as Airbnb and VRBO.

South Bend International Airport experiences a surge in activity during game weekends. In fact, there is a domestic notice posted on the United States Department of Transportation which provides enhanced safety procedures during Notre Dame football game dates "in anticipation of many aircraft operating to and from the South Bend International Airport in conjunction with [the games.]"[10] There is also an uptick in private jets using the airport.

Football spectators spend approximately $149 million within Notre Dame and South Bend, $179 million within St. Joseph County, about $231 million within the region, and $254 million within Indiana annually. The adjusted amount of spending included in our analysis is $89 million within Notre Dame and South Bend, $116 million within St. Joseph County, $164 million within the region, and $182 million within Indiana, based on the same adjustment applied to the overall athletic spending model (Figure 5.8).

Figure 5.8: Notre Dame Football Visitor Spending

Type	Spending within Notre Dame & South Bend	Spending within St. Joseph County	Spending within the Region	Spending within Indiana
Regional Visitors	$8.0	$8.7	$9.4	$10.0
Overnight Visitors	$141.2	$170.3	$221.6	$243.4
Total	**$149.2**	**$179.0**	**$231.0**	**$253.5**
Minus Non-Modeled Amount	$59.9	$63.5	$67.5	$71.5
Modeled Amount	**$89.3**	**$115.5**	**$163.5**	**$182.0**

This flurry of activity—due to football game demand—while only a handful of weekends per year, adds a significant amount of spending in the region. In fact, the combined ancillary spending by Notre Dame

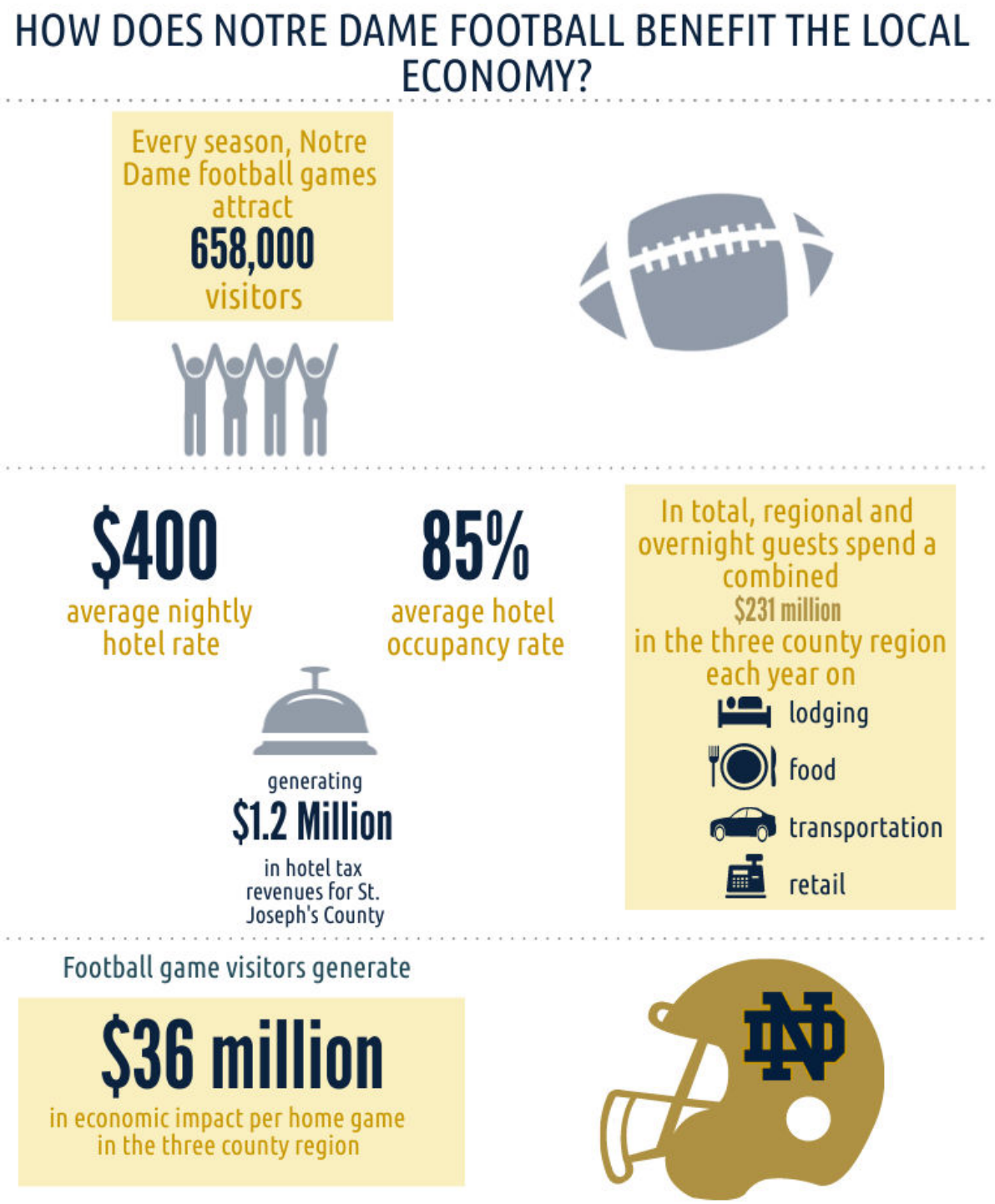
[10] September 2, 2023. *United States Department of Transportation Domestic Notices*. https://www.faa.gov/air_traffic/publications/domesticnotices/dom23031_sp.html

football fans yields roughly $135 million in economic impact within Notre Dame and South Bend, nearly $153 million within St. Joseph County, about $214 million within the region, and approximately $248 million within Indiana (Figure 5.9).

Figure 5.9: The Economic Impact of Notre Dame Football on the Region

Economic Impact	Notre Dame & South Bend	St. Joseph County	Region	Indiana
Direct Output ($M)	$117	$117	**$165**	$183
Indirect and Induced Output ($M)	$18	$36	**$49**	$65
Total Output ($M)	**$135**	**$153**	**$214**	**$248**
Employment	**1,500**	**1,500**	**2,000**	**2,200**
Earnings ($M)	**$42**	**$51**	**$63**	**$74**

Source: IMPLAN (22) and Econsult Solutions, Inc.



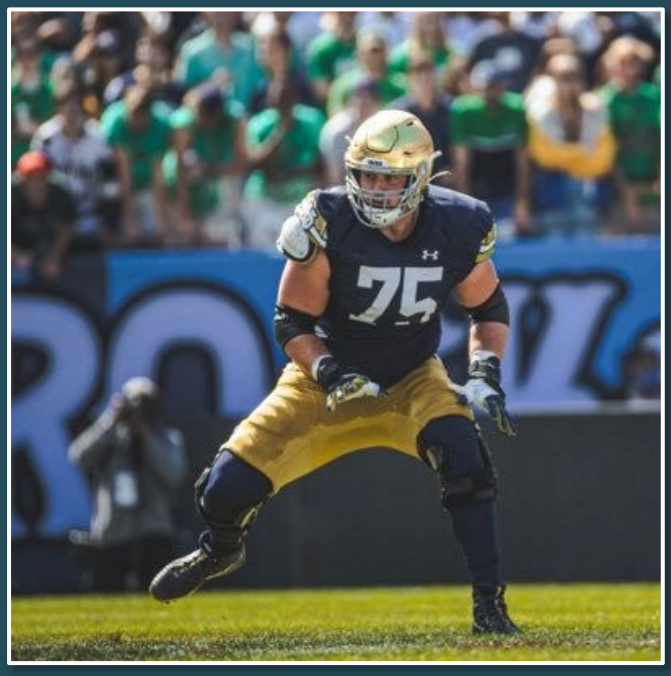
Econsult Solutions, Inc. (2024)

Spotlight: Golden Legacy Partners

Josh Lugg, an offensive guard on the Notre Dame football team, noticed a housing need among his teammates and decided to act upon it. With rental prices rising near campus and demand for housing, particularly during game weekends, Lugg and other student-athletes founded a real estate company tailored for athletes. They purchased their first properties in the spring and are exploring further opportunities.

As Lugg pursued his Master of Science in Business Analytics degree and awaited the NFL draft, he refined his business idea, drawing inspiration from his personal experiences and education. Assisted by professors and mentors, Lugg conducted market research to ensure the viability of the venture, leveraging Notre Dame's strong brand and business reputation. The company, named Golden Legacy Partners, aims to provide tailored housing solutions for student-athletes, fostering connections between current and former athletes.

Looking ahead, Lugg envisions expanding the company's offerings to include housing options for families and other athletes, aiming for large-scale impact. Golden Legacy Partners represents a growing trend among athletes seeking to extend their personal brands and investments. With a dedicated team and strategic planning, Lugg aims to create a legacy that extends beyond the football field.



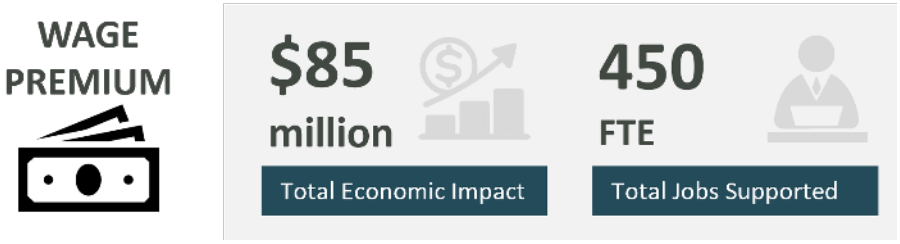
6. Impact from Wage Premium

6.1. Section Overview

The college wage premium is the average difference between the wages of college graduates and those with less education. This section explores the value of Notre Dame's role in educating and credentialing students. Economic and societal benefits from education are vast. One aspect of these returns is the increased productivity and earning power of the workforce. Notre Dame educates, credentials, and retains students within the local, regional, and statewide economy, which translates into enhanced earning potential, and therefore higher household income in those respective economies. Some of that additional household income is spent locally, producing additional economic activity and supporting local jobs and tax revenues.

The University has approximately 155,000 undergraduate and graduate alumni who now live all around the world. The 8,880 Notre Dame undergraduate and graduate alumni living and working in Indiana are estimated to earn more than $172 million in income each year as a result of their Notre Dame education. This translates to an aggregate economic impact of $183 million within the state, supporting approximately 950 additional jobs in Indiana. **Within the region, the economic impact is $85 million, supporting 450 additional jobs.** These impacts are especially important because they create a virtuous cycle within the local, regional, and state economies. As the University's capacity for reaching more students grows with new capital investments, and as these activities foster a place where more graduates choose to stay, the impact from alumni retention will grow larger in the years to come.

Regional Annual Economic Impact in FY 2023



6.2. Estimated Aggregate Wage Premium

To estimate the magnitude of wage premium impacts from Notre Dame on the volume of earnings and associated household spending within Notre Dame and South Bend, St. Joseph County, the region, and the state, we first estimate the number of Notre Dame alumni in the workforce, detailed by educational attainment level and geography. We then estimate the annual wage premium associated with Notre Dame for each of those attainment levels and combine them to arrive at the aggregate impact number. These estimates rely primarily on data provided by Notre Dame on the number of alumni by geography and federal data sources where applicable. Figure 6.1 shows the geographic distribution of alumni in the

workforce. We assume that of the total number of Notre Dame alumni in a given region, 70% are currently employed, as opposed to retired, unemployed, or otherwise out of the workforce.[11]

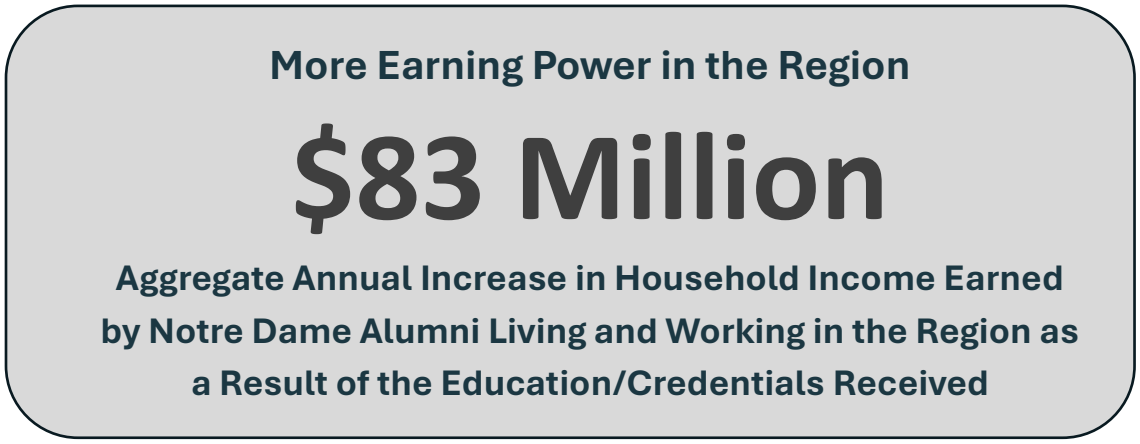


Figure 6.1: Geographic Distribution of Notre Dame Alumni in the Workforce

	ND+SB	St. Joseph County	Region	Indiana	Estimated Total Employed Alumni
Working Alumni with Bachelor's Degree	1,310	2,150	**2,260**	5,940	78,670
Working Alumni with Advanced Degree	1,100	1,610	**1,760**	2,940	30,270
Estimated Total Employed Alumni	**2,410**	**3,760**	**4,030**	**8,880**	**108,940**

Source: Notre Dame (2024), Bureau of Labor Statistics (2023), Econsult Solutions (2024)

The aggregate wage premium was determined by multiplying the estimated number of working alumni by an estimated wage premium amount. The individual wage premium amount was determined to be the difference between the average household income by Notre Dame alumni of different degree attainment levels and the average household income for all residents at one degree attainment level below. Figure 6.2 shows the estimated wage premium at each degree attainment level.

[11] Based on the Bureau of Labor Statistics employment-population ratio.

Figure 6.2: Annual Wage Premium Associated with Notre Dame Alumni in the Workforce

Degree Level	ND+SB	St. Joseph County	Region	Indiana
Bachelor's ($M)	$24	$38	**$40**	$102
Advanced ($M)	$19	$40	**$43**	$70
Combined Premium ($M)	**$43**	**$78**	**$83**	**$172**

Source: Notre Dame (2024), American Community Survey (2022), Econsult Solutions (2024)

6.3. Economic Impact from Wage Premium

These additional earnings enjoyed by Notre Dame alumni from the education and credentials they receive at the University directly benefit their household income levels. A portion of that increased household income is spent in the local economy (not all since some is saved or is spent outside the region). That increased household spending has a multiplier effect on the local economy. It is estimated that the annual economic impact from the additional earnings aggregates to $183 million within Indiana, supporting an additional 950 jobs.

In the region, the economic impact of the wage premium is $85 million, supporting 450 jobs (Figure 6.3).

Figure 6.3: Estimated Annual Economic Impact from Notre Dame Alumni Wage Premium by Geography

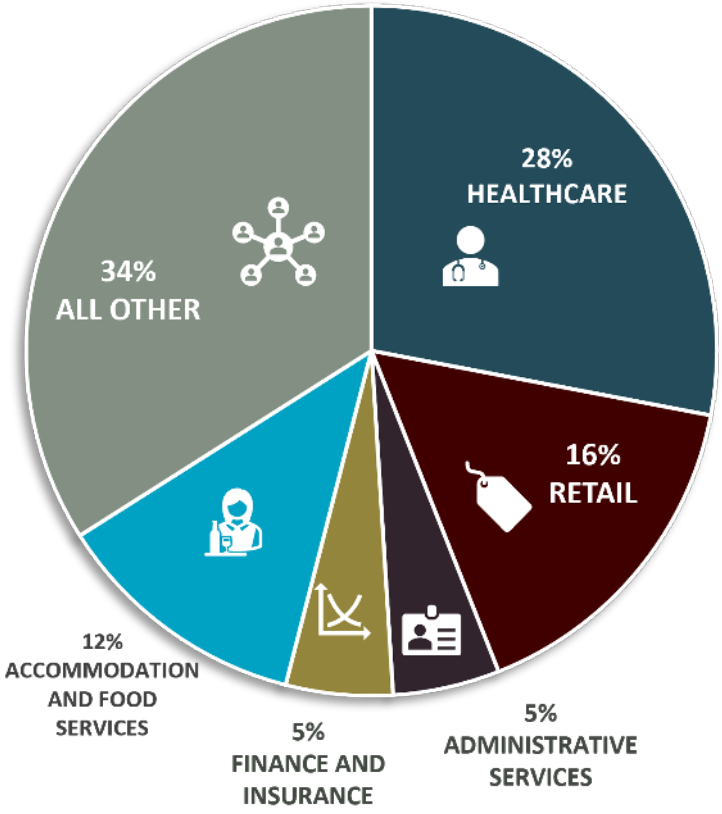
Economic Impact	ND + SB	St. Joseph County	Region	Indiana
Direct Wage Premium ($M)	$43	$78	**$83**	$172
Total Output ($M)	$50	$80	**$85**	$183
Employment (FTE)	270	430	**450**	950
Earnings ($M)	$15	$24	**$26**	$53

Source: IMPLAN (2022), Econsult Solutions (2024)

6.4. Industry Distribution of Economic Impact from Alumni Wage Premium

The portion of Notre Dame alumni's additional household income that is spent back into the state economy supports a number of industries, befitting the types of expenditures that are typically made by a household from its earned income. Hence, a high number of jobs in sectors such as retail, accommodation and food, and finance and insurance are supported by the higher aggregate household income enjoyed by Notre Dame alumni (Figure 6.4).

Figure 6.4: Industry Distribution of Employment Impact of Notre Dame's Aggregate Wage Premium within Indiana



Source: IMPLAN (2022), Econsult Solutions (2024)

6.5. Tax Revenue Impact from Alumni Wage Premium

In addition to economic impacts, the local and state governments benefit from added taxes generated directly and indirectly from the wage premium associated with Notre Dame graduates. Besides the local and state tax revenue impact from the spending of the additional household income represented by the alumni wage premium, South Bend and Indiana benefit from the personal income taxes paid on that additional household income.

The state gains about $6.4 million in personal income tax revenue and, in total, $8.9 million each year in tax revenues from the wage premium associated with Notre Dame alumni (Figure 6.5). The majority of this tax revenue comes from direct income taxes paid by the Notre Dame alumni to the state.

South Bend gains $0.5 million—and Indiana gains $11.6 million—for a total of $12.1 million from the wage premium associated with Notre Dame alumni.

Figure 6.5: Tax Impacts of the Wage Premium Associated with the University of Notre Dame Alumni in the City of South Bend and the State of Indiana [$M]

Tax Type	City of South Bend	State of Indiana	Total
Income Tax (Directly Paid by Alumni)	$0.4	$6.4	$6.8
Income Tax (From Alumni Spending)	$0.1	$2.4	$2.5
Total Income Tax Revenue	**$0.5**	**$8.9**	**$9.4**
Sales Tax	-	$2.4	$2.4
Business Tax	-	$0.4	$0.4
Total Tax Revenue	**$0.5**	**$11.6**	**$12.1**

Source: Econsult Solutions (2024)

6.6. Why Impact from Wage Premium Matters

Notre Dame plays a crucial role in bolstering both the local and state economies through its education and credentialing of students, having a significant impact on the workforce's composition, educational levels, and skill sets. It invests in its faculty, who aid in the process, and further invest in their undergraduate and graduate students—who then give back to the University and to the community at large. These investments result in enhanced household incomes within the state and foster long-term regional competitiveness. As the University continues to grow, its focus on "strengthening foundations" continues to be on the forefront, as well as ensuring an "accomplished and diverse community of students and faculty thrive" while at Notre Dame, and beyond.[12]

While Notre Dame graduates experience higher earning potential in their careers, they also contribute to job creation through entrepreneurial initiatives and political advocacy, when they assume positions in the government or go into social services. While these impacts may not be captured when modeling for economic impacts, they still represent a significant benefit to the region. Moreover, Notre Dame alumni wield influence globally, enhancing the University's reputation. Their achievements translate into ongoing financial support for the University, which, in turn, bolsters employment and tax revenue within Indiana.

[12] *Notre Dame 2033: A Strategic Framework*

7. Neighborhood Investment and Engagement

7.1. Section Overview

An integral component of the University of Notre Dame's annual operations and institutional mission is its commitment to community engagement, fostering tangible local impact. The extent of Notre Dame's local impact isn't solely determined by its size and proximity; it's equally shaped by deliberate decisions made by the University to foster positive change. This dedication has been long-standing but gained renewed emphasis under the 19 years of stewardship of president Rev. John I. Jenkins, C.S.C.

Although Notre Dame operates on a global scale, its roots are firmly planted in South Bend. The University's commitment to its surroundings reflects its role as an anchor institution, especially one driven by its values. Understanding and nurturing its relationship with the local community is paramount. The institutional mission, geared toward benefiting humanity and the local community, aligns seamlessly with the demand from students, employees, and alumni, all advocating for Notre Dame to serve as a beacon of good. This convergence creates an ideal environment for community service.

As a prominent academic and research hub, Notre Dame's engagement manifests in various forms, including:

- Fostering localized economic growth through job creation and procurement opportunities.
- Providing essential municipal services and contributing to public infrastructure.
- Maintaining a campus environment that serves as a communal asset.
- Initiating community-centric programs and resource hubs.
- Empowering students and staff through extensive volunteerism and service-learning endeavors.
- Ensuring accessibility and affordability of higher education for local residents.
- Expanding access to athletic training and facilities for the broader community.

Notre Dame has also made intentional efforts to open the campus to the community, inviting local residents to the DeBartolo Performing Arts Center and the Compton Family Ice Arena, which attract tens of thousands of local visitors. The newly opened Raclin Murphy Museum of Art further enhances collaborative partnerships with the local community. Developments like Eddy Street Commons create housing while providing outlets for fun and dining for South Bend residents, revitalizing parts of South Bend.

A thriving South Bend strengthens Notre Dame, and vice versa, reinforcing the symbiotic relationship between the University and its community.

7.2. Investing in a More Vibrant South Bend

There are two different ways ND enriches the local economy, and in previous sections of the report, we delved into the significant impact of the University of Notre Dame on stimulating the local economy through multiple channels. First, Notre Dame provides employment opportunities to residents and fosters the growth of local businesses through partnerships and procurement. Notre Dame also enriches the local economy by attracting visitors who inject spending into the area (sections 4 and 5).

> **"Retailers, restaurants, and hotels circle Notre Dame home football game dates on their calendars because, in their world, it's a little like Black Friday."**
>
> —Jeff Rea, president and CEO of the South Bend Regional Chamber

Notre Dame's cultural and sporting events draw crowds from both near and far, generating revenue for local vendors and boosting the hospitality sector. In 2022, aside from the tremendous number of sporting events hosted on campus, the University of Notre Dame also hosted two world-renowned musicians: Billy Joel and Garth Brooks. These large events—whether in the arts or sports—draw tens of thousands to the region and provide a boon for local businesses. These visitors stay in the region and eat at local restaurants, significantly boosting the local economy. For some businesses, the local game days and large cultural events sustain them for much of the year.[11]

Notre Dame actively contributes, both directly and indirectly, to investments in South Bend that stimulate economic growth and diversify shopping opportunities in the region. The University's presence in South Bend elevates adjacent areas as attractive destinations for retail, residential, office, and research ventures. Indirectly, Notre Dame fuels these developments by virtue of its substantial spending influence, catalyzing their feasibility.

> **"We know that our goals are not attainable without a flourishing South Bend, and we are clearly stronger together."**
>
> —Shannon Cullinan, executive vice president, Notre Dame

For residents of South Bend, Eddy Street Commons embodies a new urbanist concept to be enjoyed by all, blending various functionalities to create a vibrant "college town" atmosphere adjacent to the University. The development boasts 90,000 square feet of retail space accommodating restaurants, shops, a bank, a bookstore, and other establishments, alongside 82,000 square feet of office space, with some leased by the University. Residential options include apartments, townhomes, and row houses, and include hotels.

In the coming years, Notre Dame and South Bend will partner with private investors to bring nearly $1 billion in investment toward downtown growth, including new housing, retail, restaurants, and opportunities for employment.[12] An early sign of Notre Dame's commitment to downtown is the University's acquisition of the former South Bend Tribune building and its plans to develop and occupy

the building. Notre Dame will also construct the new Veldman Family Psychology Clinic on Hill Street in the Northeast Neighborhood just south of campus and near downtown. The clinic will offer much-needed mental health services for the South Bend community as well as Notre Dame students. The University has also contributed to the city's $11.5 million development of a 1.5-mile urban trail, to be completed this year, that will guide walkers and cyclists from downtown to campus or vice versa. Notre Dame and the city have also partnered on a $3.3 million road project to calm traffic on Angela Boulevard south of campus and north of Eddy Street Commons and the Northeast Neighborhood. The project includes the addition of a multi-purpose path on the north side of Angela at Michigan Street (Indiana 933) south of the Burke Golf Course.

As the largest employer in St. Joseph County, the University of Notre Dame exerts significant economic influence, particularly through induced economic impact, which arises when employees spend their wages on local goods and services. Beyond financial benefits, Notre Dame enhances the quality of life for its employees and their families, offering competitive compensation and fostering job satisfaction. The University is consistently recognized as a Great College to Work for by *The Chronicle of Higher Education* and, this year, Forbes named Notre Dame as the top educational institution to work for and among the nation's top 20 Best Large Employers. These recognitions underscore the University's commitment to employee well-being. Well-compensated families contribute substantially to the regional economy by supporting local businesses in housing, dining, retail, and entertainment, thus playing a vital role in the community's economic vitality.

"Under Father John's visionary leadership, the University multiplied its economic impact to the greater South Bend region, growing into an international research powerhouse and a vital partner for our community."

—James Mueller, South Bend mayor

The University maximizes its role as a cornerstone institution and major economic contributor in the region by expanding and enriching its network of vendors for various goods and services, thereby promoting economic equity. Both the University and its Procurement Services have clearly expressed their dedication to increasing business partnerships with diverse suppliers. This commitment resonates strongly with stakeholders and enhances the University's procurement operations.

In 2022, Econsult Solutions, Inc. embarked upon a procurement analysis and benchmarking study. Following the study, Notre Dame committed to increasing its spending with diverse suppliers. Accordingly, aspirational yet achievable medium-term goal levels were set (see Figure 7.1). Notre Dame, having implemented an organizational infrastructure to increase its spending in diverse suppliers, commits to increasing the share of diverse suppliers to 15%, an 8% increase in overall spending toward diverse suppliers. The commitment is significant and shows the magnitude of dedication to the principle.

Figure 7.1: Recommended Three-Year Utilization Goals by Contract Type

	Construction	Professional Services	Other Goods and Services	Total
2022 Utilization	3.2%	6.0%	8.4%	6.6%
Goal within 3 Years	10%	15%	17%	15%

Source: Econsult Solutions (2022)

The University and its Procurement Services have committed to take these steps toward further diversifying its vendors, which will resonate strongly with the University's stakeholders and improve the University's purchasing function. They will also generate significant economic and social impact in communities of direct importance to the University, and in doing so help fulfill a deeply held aspect of its institutional mission.

These initiatives not only drive substantial economic and social benefits in communities vital to the University but also align with its core institutional mission. Furthermore, by prioritizing diverse procurement practices, the University sets an example for other businesses, incentivizing them to follow suit in pursuit of securing contracts with the institution.

Aside from being the largest employer in South Bend, Notre Dame contributes to the region through its partnerships with local businesses and nonprofit organizations. Data for FY2023 identified approximately $812 million in total procurement. Approximately 9% of that spending, or over $75 million, occurred within South Bend, and over 22% at the regional level.[13] This commitment to local purchasing allows Notre Dame to support local economic goals, health, and civic vitality (Figure 7.2).

Figure 7.2: Procurement by Geography, FY2023

Geography	Procurement Spending	Share
South Bend	$75,237,436	9%
Region (excluding South Bend)	$108,339,746	13%
Other Indiana (excluding Region)	$68,794,966	8%
Total Indiana	**$252,372,148**	**31%**[14]
US, Non-Indiana	$529,667,174	65%
Outside US	$29,661,732	4%
Total	**$811,701,054**	**100%**

Source: Notre Dame (2024)

[13] The regional percentage is additive: 9% in South bend plus 13% in the region, excluding South Bend. The regional total procurement spending is $184 million.
[14] Certain columns and rows may not add due to the use of rounded numbers.

From 2017 to 2023, Notre Dame's procurement spending within the region more than tripled, from $52 million (2017) to $184 million (2023).

7.3. Financial Aid for Local Residents to Attend the University of Notre Dame

The University of Notre Dame prioritizes affordability and accessibility, ensuring that local residents have pathways to a high-quality and financially accessible education at Notre Dame.[15] Aside from merit-based scholarships, Notre Dame offers need-based scholarships, as one of fewer than 60 schools in the nation that meet 100 percent of a family's financial need. Notre Dame provided $400M+ in the 2023-24 academic year for need-based scholarships, lowering the amount students and families need to borrow for their education. That aid extended to students from the local region as well (Figure 7.3).

Figure 7.3: Regional Student Financial Aid Fall 2023 from University Funds by Type and Student's Place of Residence

Geography	Count	Financial Aid Distributed ($M)
South Bend	214	11.8
St. Joseph County	131	6.4
Three-County Area	26	1.4
Other Indiana	395	16.8
Total	**766**	**36.4**

Source: Notre Dame (2024)

7.4. Notre Dame Supports Local K–12 Schools and Students

As an anchor institution of educational advancement, the University of Notre Dame serves as a pivotal institution dedicated to enriching both public and private education. It plays a crucial role in bolstering

[15] While Notre Dame particularly places emphasis on affordability and accessibility efforts locally, it also has a broader focus of providing an affordable education to all qualified students throughout the nation and world, which will be further discussed in Section 9.

K –12 education, a cornerstone of local communities, thereby affirming its commitment to nurturing academic excellence at all levels. K–12 educational initiatives in St. Joseph County have become a large focus of Notre Dame's community-driven initiatives. Annually, Notre Dame's Office of Public Affairs organizes eight two-day Teachers as Scholars seminars tailored for local K–12 educators from six school districts within St. Joseph County. These seminars, led by Notre Dame professors specializing in various fields, draw an average of 150 teachers per year. Participating teachers receive 15 Professional Growth Points, contributing to their Continuing Education requirements for license renewal. Public Affairs manages all logistical aspects of the program, and there is no fee for teachers to attend.

The Office of Public Affairs also operates the Robinson Community Learning Center (RCLC), an off-campus educational initiative founded by the University in 2001 in partnership with residents of South Bend's Northeast Neighborhood. RCLC offers early childhood, youth, Shakespeare, and adult programming without regard to families' ability to pay. The center has a state-licensed preschool and is a state-recognized tutoring site. RCLC is located in Eddy Street Commons in a newly constructed building, dedicated in 2020, across the street from its original site.



RCLC's preschool and afterschool programs allow families to work and have their children in low-cost, high-quality care. High-quality nutritious meals, created by dietitians specifically for the age group, are provided at no cost. RCLC staff also guide families to resources related to health, immigration, schools, workforce development, and more. There are RCLC staff members who speak Arabic, Spanish, English, and/or French, which makes access to resources easier because communication is less of a barrier.

Among the adult education offerings are English learning classes, which include workforce development. Community members and city of South Bend staff are present throughout the coursework to provide new immigrants the opportunity to apply for work permits, and Social Security cards as appropriate. Attendees learn about job fairs and local employers and are offered opportunities to apply for work.

In September 2023, RCLC received a $500,000 Early Years Initiative grant from Early Learning Indiana to expand its long-running parenting program, Talk With Your Baby program, with the city of South Bend. Thanks to the grant,Talk With Your Baby has branched out from serving two South Bend locations to serving 14, teaching in both English and Spanish. In the past year more than 200 families/children benefited from the Talk With Your Baby program, improving the early literacy and language skills of infants and toddlers. This work is foundational to learning success for children as they enter schools addressing the "million word gap."

7.5. Local Fiscal Support

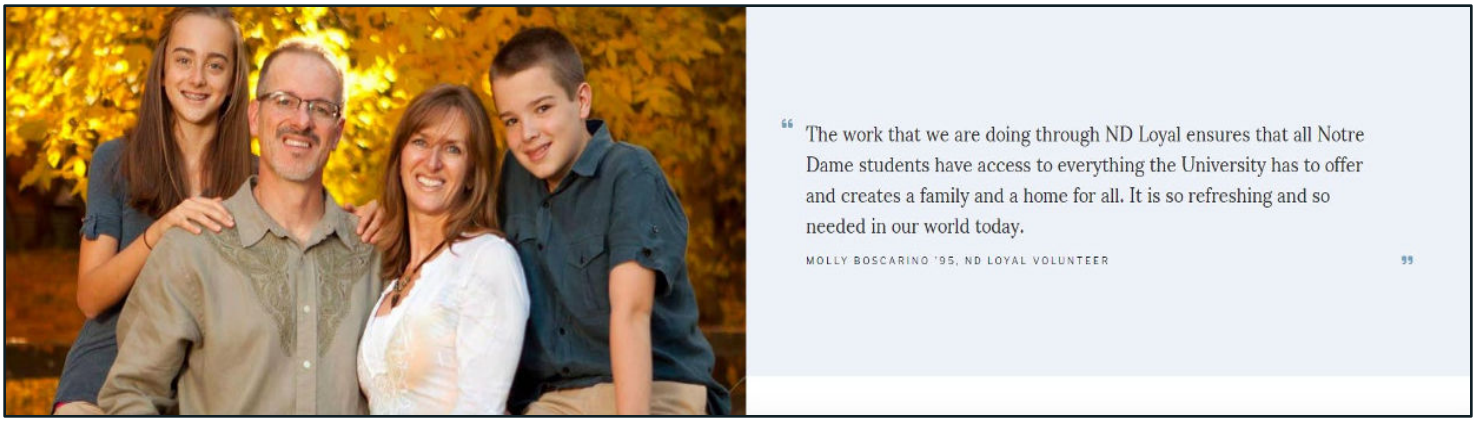
Notre Dame not only encourages its stakeholders to become involved in the local community but also makes fiscal contributions. In fiscal year 2023, Notre Dame donated a total of $1.7 million to local nonprofits, organizations, and municipalities that strengthen the region, including: the South Bend Regional Partnership, the South Bend Regional Chamber, the Center for the Homeless, Logan Community Resources, Cultivate Food Rescue, the South Bend Civic Theatre, the South Bend Symphony, St. Joseph County Parks, South Bend Venues Parks and Arts, The History Museum, La Casa de Amistad, the Boys & Girls Clubs, and Dismas House, among others.

In fiscal year 2023, Notre Dame donated a total of $1.7 million to local nonprofits, organizations, and municipalities.

A tangible dedication to the local community resonates deeply at Notre Dame, not solely as a strategy to bolster regional economies, but as a reflection of the University's profound commitment to fostering strong community bonds. This commitment transcends graduation, persisting throughout the lifecycle as students transition into alumni, who remain actively engaged in nurturing and supporting the communities they once called home.

7.6. Community Service Initiatives

The University of Notre Dame places high value on service to the immediate community and has created both channels and motivation for students, employees, and alumni to get involved. Notre Dame, as a Catholic institution, takes seriously its role in impressing upon its students and faculty the importance of service, which takes the form of community service, service learning, and student donations. University of Notre Dame students graduate and become alumni, but continue to build upon their roots of service to the community.



Notre Dame Serving the Community

This past July 2023, volunteers with the Alumni Association's annual Family Volunteer Camp worked on two Habitat for Humanity home builds. The University also donated $250,000 to help offset construction costs for seven new Habitat homes in the city over the next five years, representing a pass-through gift from an anonymous donor. [13]

"Back the Bend allows students to experience spiritual belonging in new ways, which stems from being in community with others and serving others."

—Lala Petty, student, and director of community outreach, Notre Dame Student Government

Every year, Notre Dame students participate in Back the Bend, an annual day of service in South Bend facilitated by Student Government with support from the Robinson Community Learning Center. Back the Bend offers students the opportunity to engage with the local community and be a "force for good" in the world.[14]

Students assist with a variety of projects with nonprofit partners such as Green Bridge Growers, Unity Gardens, Hope Ministries, and more. Meanwhile, the Notre Dame Lead Innovation Team (ND-LIT) organized students to hand out lead testing kits as part of an annual event aimed at reducing childhood lead exposure in the community.

Through Mercy Works, a program facilitated by Campus Ministry, students participate in weekly service in the local community and monthly reflection experiences on campus. Over the course of the 2022–23 academic year, 268 students participated in weekly service at one of 19 partner organizations, totaling approximately 6,700 service hours.

Maxim Manyak, a Notre Dame lacrosse player and a finance and pre-professional health dual major planning to go to medical school and become an orthopedic surgeon, created Pediatric Pep Talk, a nonprofit connecting young patients with athletes via encouraging video messages. Pediatric Pep Talk has since expanded to involve athletes from other universities, aiming to bring smiles to thousands of hospitalized children annually. Notre Dame's IDEA Center has served as a primary resource in all aspects of business development as Manyak works to balance entrepreneurship with his academic course load and team commitments. Connecting student service initiatives with business development opportunities was facilitated by the IDEA Center, while reinforcing service to others.

Service Learning: From Classroom to Community

NDBridge is both a one-credit course and an eight-w eek immersive summer experience designed to deeply engage students in contemplating injustice. Through this program, powered by the Center for Social Concerns, students collaborate with communities worldwide grappling with injustice and reflecting on their obligation to the common good both during their time at Notre Dame and beyond. Participants undergo a one-credit course during the spring semester of their first year, focusing on understanding the myriad challenges faced by marginalized communities. This course, complemented by orientation sessions, cultivates an awareness of justice, analyzes the roots and perpetuation of systemic injustice, and prompts students to reflect on their role in advancing justice and the common good. All travel, food, and housing expenses are covered for students; in addition, students receive a $2,500 stipend for participating.

Fiscal Support by Students

In fiscal year 2023, student organizations donated almost $1 million toward nonprofit organizations to support various community initiatives. Local organizations supported include Oaklawn Mental Health Services, Motels for Now, St. Vincent de Paul Society of St. Joseph County, Neighbor to Neighbor, and the Center for the Homeless.

In November 2023, students from the Philanthropy and the Common Good course awarded $59,000 in grants to numerous nonprofit organizations in South Bend and the region. Supported by The Philanthropy Lab, this course educates students on the profound influence of philanthropy in society.[16] The University provides multiple support mechanisms for students to engage in philanthropy—of their time and expertise, and fiscal resources.

[16] Zheng, Adrian. November 29, 2023. *The Observer*. "Notre Dame students award $59K in grants to Michiana nonprofits." https://www.ndsmcobserver.com/article/2023/11/notre-dame-students-award-59k-in-grants-to-michiana-nonprofits#:~:text=John%20Jenkins%20and%20students%20from,Bend%20and%20Michiana%20nonprofit%20organizations.



7.7. Programs and Services within the Community

The Robinson Community Learning Center (RCLC) welcomes community and Notre Dame partners that strengthen the Northeast Neighborhood of South Bend, just south of campus, through relationship building and educational opportunities. RCLC provides numerous programs, including early childhood programs such as daily preschool for youth ages 3–5; youth programs, which include an afterschool program, evening programs, tutoring programs, Lego robotics, and summer programs; a Shakespeare program, which brings theater arts education to grades 3–12; and adult programs, which provide English as a Learned Language classes, and senior adult activities and classes, including monthly Lunch and Learn lectures. RCLC also offers afterschool and robotics programming and summer camps at the Lucy Civic Innovation Laboratory on South Bend's Near Westside Neighborhood. More than the sum of its parts, the Robinson Center has been thoughtful in how to integrate classroom learning and professor research with real-world engagement with the community. The Robinson Center relies on over 500 volunteers, many of whom are students. This engagement between Notre Dame students and the community fosters partnership between South Bend and Notre Dame, but more than creating partnership, it ignites a lifelong passion for community service, following graduating students into their post-college lives, and fostering the Catholic teaching of service to community.

Consulting holds significant appeal for University students as it provides real-time problem-solving opportunities, benefiting both for-profit and nonprofit organizations while keeping consultants engaged in dynamic work environments. The Irish Consulting Club, comprised of Notre Dame undergraduates from the Mendoza College of Business and elsewhere, offers tailored consulting services to local

businesses and nonprofits in the South Bend–Elkhart area at no cost. The club's mission is twofold: to equip students with hands-on experience for future careers in consulting and to assist local entities in overcoming challenges despite limited resources. Numerous local organizations have already benefited from their assistance, and students with aspirations in consulting often transition to prestigious firms like the Boston Consulting Group.[17]

7.8. Campus as a Local Amenity

As a cornerstone institution deeply intertwined with its community, Notre Dame is inherently dedicated to nurturing symbiotic relationships with its surroundings. This commitment is underscored in Notre Dame's 2033 Strategic Framework, where proactive engagement with South Bend and its environs is prominently highlighted.[18] Central to this vision is the recognition that the progress of a leading global research university is intricately linked to the prosperity of its local community. Notre Dame wholeheartedly embraces this ethos, exemplified by Father Jenkins receiving the keys to both South Bend and Mishawaka during the annual Dr. Martin Luther King Jr. Community Service Recognition Breakfast in mid-January 2024, symbolizing the University's steadfast commitment to the advancement of the region.[19]

Notre Dame's campus and its lush green areas offer a welcoming haven for the local community to relish. Renowned for its picturesque charm, Notre Dame consistently ranks among the most breathtaking college campuses nationwide, with sustainability initiatives reshaping its landscape. Embracing inclusivity, all members of the South Bend community are invited to explore the campus, whether seeking solace in its natural beauty or immersing themselves in the vibrant atmosphere of academic pursuit. Additionally, all members of the community are encouraged to utilize Notre Dame's libraries and access their collections on-site. For those without an existing formal affiliation with Notre Dame or its affiliated libraries, the option of obtaining a Special Borrower's Card is available. The newly opened Raclin Murphy Museum of Art and the adjacent Charles B. Hayes Family Sculpture Park are free and open to the public to explore. Everyone is welcome to attend, free of charge, any regular season Notre Dame home athletic events, besides basketball, football, and hockey; that includes baseball, men's and women's cross country, men's and women's fencing, men's and women's golf, men's and women's lacrosse, rowing, men's and women's soccer, softball, men's and women's swimming and diving, men's and women's tennis, men's and women's indoor and outdoor track and field, and volleyball.

[17] Blasko, Erin. University of Notre Dame Office of Public Affairs and Communications. September 22, 2023. "'Minds for hire': Student consulting club assists local businesses." https://publicaffairs.nd.edu/news/minds-for-hire-student-consulting-club-assists-local-businesses/

[18] University of Notre Dame. *Notre Dame 2033: A Strategic Framework. University of Notre Dame*. 2023. https://strategicframework.nd.edu/notre-dame-2033-a-strategic-framework/

[19] "Father Jenkins given keys to South Bend, Mishawaka at MLK Day event." University of Notre Dame Office of Public Affairs and Communications. January 16, 2024. https://publicaffairs.nd.edu/news/father-jenkins-given-keys-to-south-bend-mishawaka-at-mlk-day-event/

Aside from women's and men's basketball, football and men's ice hockey, admission to Notre Dame athletic competitions is free to the community. In many cases these teams are nationally ranked—providing a high-quality source of entertainment and communal camaraderie to the region.

The Division of Campus Safety and University Operations at Notre Dame holds a pivotal position in delivering essential public services. This encompasses the management of the University's police and fire departments, alongside initiatives in risk mitigation, emergency readiness, and business continuity. These efforts transcend campus boundaries, directly enhancing safety in the broader community. As a leading anchor institution, Notre Dame places paramount importance on public safety, allocating ample resources to this cause. Its engagement in public safety endeavors is characterized by effectiveness and collaboration to ensure the welfare of all stakeholders.

7.9. Notre Dame: An Anchor Institution



"Anchor institutions," which are typically large, locally rooted establishments, actively invest in their surrounding communities as part of their operational ethos. Coined in 2001 by the Aspen Institute, this term encompasses universities, often referred to as anchor "eds," as well as hospitals and health systems. These institutions channel significant financial, human, and intellectual resources toward addressing societal challenges, recognizing their interdependence with the communities beyond their premises.

The concept of anchor institutions emerged in the 1960s, particularly in major urban areas marked by social disparities and unrest. As businesses relocated, taking substantial tax revenue with them, the remaining "anchored" institutions found themselves increasingly responsible for addressing neighborhood poverty, low wages, and other social issues.

Notre Dame serves as an anchor institution for its region via:

- **Economic Impact**: Notre Dame is a major employer in its region, providing jobs to thousands of individuals directly and indirectly through its various activities and enterprises. The University's purchasing power and procurement practices also support local businesses, contributing to the economic vitality of the area.

- **Community Engagement**: Notre Dame actively engages with the local community through various outreach programs, partnerships, and initiatives. These efforts include educational programs for local schools, health-related services, volunteering opportunities for students, and collaborative projects aimed at addressing community needs.
- **Cultural and Intellectual Hub**: The University serves as a cultural and intellectual hub, hosting events, lectures, performances, and exhibitions that enrich the cultural fabric of the region. It also attracts visitors from around the world, contributing to tourism and exposing the local community to diverse perspectives and experiences.
- **Research and Innovation**: Notre Dame's research activities and innovation initiatives contribute to the advancement of knowledge and technology, with potential applications that benefit the local community. Collaborations between the University and local industries can lead to the development of new products, services, and job opportunities.

Notre Dame's commitment to service, education, research, and community engagement positions it as a cornerstone of its region, exerting a positive influence on the economic, social, and cultural landscape.

8. Scholarship, Research, and Innovation

8.1. Section Overview

Research, innovation, and entrepreneurship play crucial roles in the competitiveness of regions. Notre Dame is vital player in the South Bend city, and the St. Joseph County region as a premier research institution that attracts human capital, new businesses, and investors to the area. While Notre Dame's investment in research, innovation, and entrepreneurship is a part of the University's operational footprint and therefore included in the economic impacts described in Section 2, there are broader impacts that advance the region's competitiveness and are important to describe in further detail.

This section explores the ways in which Notre Dame's research and development efforts contribute to a local ecosystem of innovators and creators who are driving the region's economic future. This includes a close look into the University's research efforts, cultivation of intellectual property output, commercialization and entrepreneurship, and collaboration with regional economic development initiatives.

8.2. Research Footprint

Notre Dame Research (NDR) supports and encourages innovation in more than 30 core facilities, as well as in a number of key areas of research that align with the University's institutional priorities including cancer, environmental change, sustainable energy, and global health. In addition, NDR has made intentional investments with the Center for Broader Impacts and Community Health and Clinical Partnerships to strategically advance these priorities through meaningful partnerships within our community.

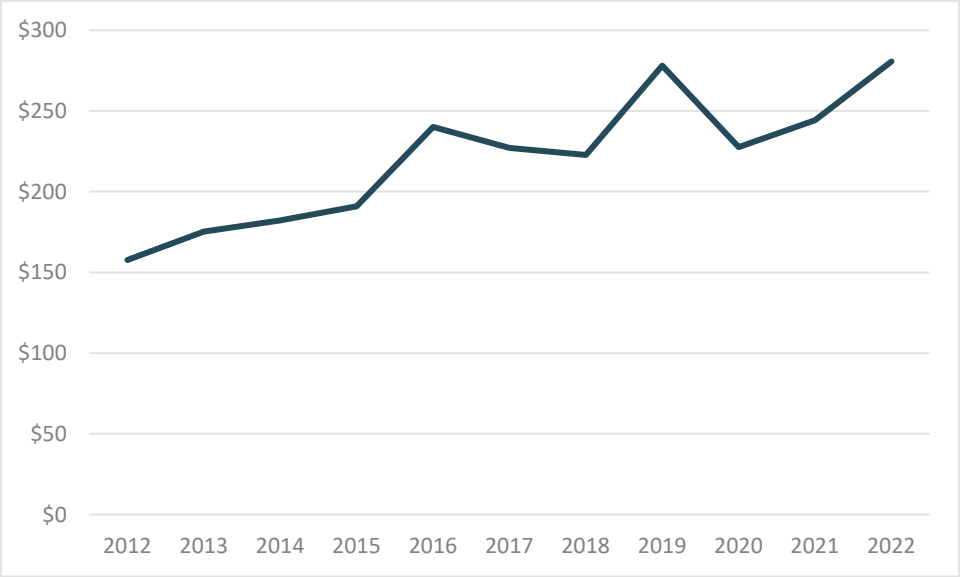
Significant Growth in Research Activity

78%

% Increase in Research Expenditures from 2012 to 2022

In the last 10 years, Notre Dame has dramatically increased its research footprint to over $280 million in 2022, including the University's investments in research (see Figure 8.1). Research dollars attracted by Notre Dame not only generate important discoveries that advance the body of knowledge, but also bring significant economic activity to the region that otherwise would likely be deployed elsewhere. In addition to creating jobs for research staff and support personnel, it contributes to new product development and technology commercialization. Knowledge and technology transfers have resulted in commercial ventures that promote entrepreneurship and job creation.

Figure 8.1: University of Notre Dame's Total Research Expenditures, 2012 –22 ($M)

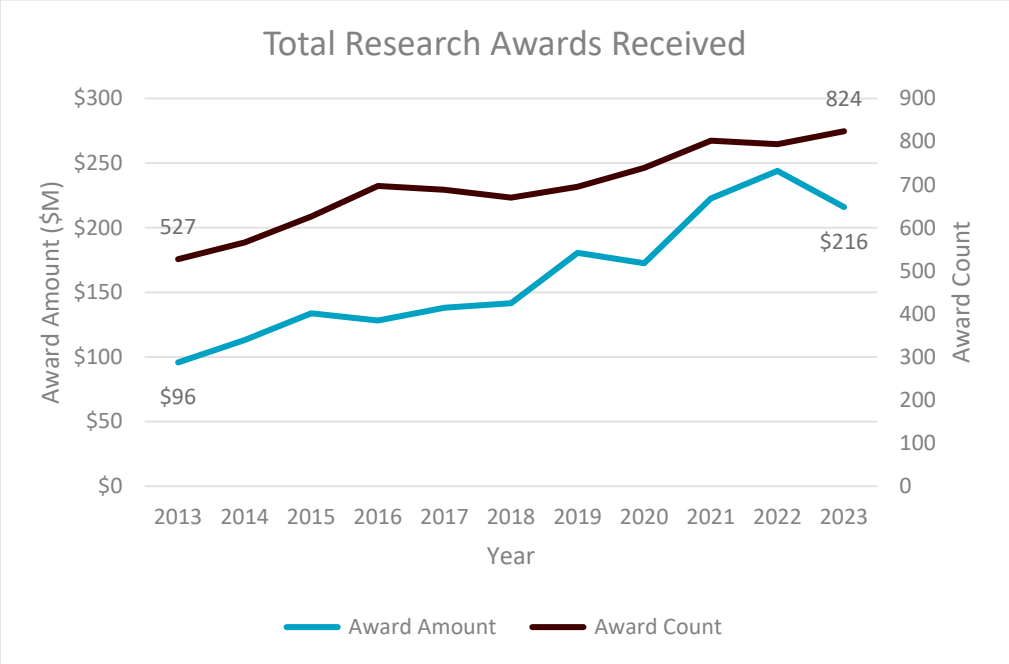


Source: Notre Dame (2024), AUTM (2024), Econsult Solutions (2024)

A major component of Notre Dame's annual research footprint is the significant volume of external research awards won by the University and its researchers. Data provided by Notre Dame show that in FY2023, the University received almost $216 million in external research funding, making this the third consecutive year of receiving over $200 million in research funding.[20] The University has also expanded its global footprint. Of the FY2023 funding, nearly $38 million across 49 awards will support international research, and Notre Dame researchers are now conducting projects in 62 different countries around the world. Growth in competitive research awards signifies greater impact to the region since it represents greater confidence in Notre Dame's research and development activities by grant sources, which would otherwise go to institutions outside the region.

[20] "Notre Dame tops $200 million in annual research funding for third straight year," Notre Dame News, September 2023, https://news.nd.edu/news/notre-dame-tops-200-million-in-annual-research-funding-for-third-straight-year/.

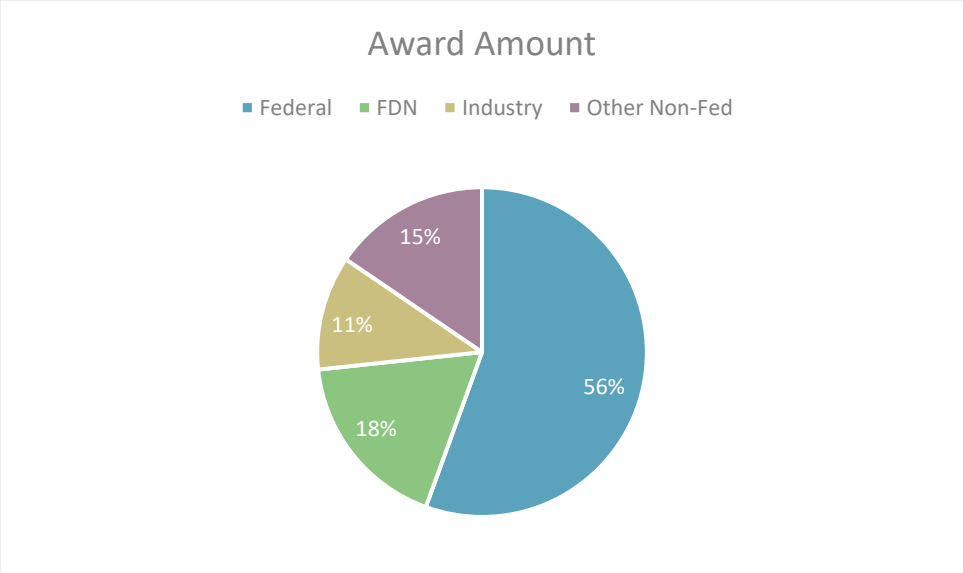
Figure 8.2: Total Research Awards Received



Source: Notre Dame (2024), Econsult Solutions (2024)

In FY2023, 56% of the research awards came from federal funding; 18% came from foundations or other sponsors; and 11% from industry (Figure 8.3). The lion's share of the University's research funding comes from sponsors outside the state, reinforcing Notre Dame's role in driving financial capital into the region's and state's economies. Concentration of research activity within the region thus strengthens its competitiveness for future human and financial capital. Further, the diffusion of additional research activity throughout the state speaks for Notre Dame's predisposition to collaborate with others to leverage existing resources and advance human knowledge.

Figure 8.3: Notre Dame's Research Awards by Sponsor for FY2023



Source: Notre Dame (2024), Econsult Solutions (2024)

8.3. Intellectual Property Output

Research and innovation lead to commercialization of intellectual property and catalyze a vibrant regional entrepreneurship ecosystem. This section discusses the positive regional impact of research becoming intellectual property and how Notre Dame supports this process. The tangible and monetized outcome of a rich knowledge-based community is intellectual property. This output is important as it both advances human knowledge and societal benefit, as well as provides a pathway to translate that research into a commercial good that can strengthen the economy.

Notre Dame has devoted significant time and resources to research, tech evaluation and development, and commercialization work, and in turn, it generates even greater returns for the University from the licensing of intellectual property.

Each year, Notre Dame produces significant intellectual property activity. In FY2024, Notre Dame made 66 invention disclosures, filed 14 new patents, and executed 7 new licensing agreements.

Figure 8.4: Notre Dame's Key Intellectual Property Statistics, FY2018–FY2024

Year	Invention Disclosures	Patents	Licensing Agreements
FY2018	32	21	27
FY2019	27	18	11
FY2020	37	32	8
FY2021	39	24	11
FY2022	56	23	22
FY2023	43	14	10
FY2024	66	14	7
Total (7-Year)	**300**	**146**	**96**
Annual Average (2018–2024)	**43**	**21**	**14**
Annual Average (1998–2017)	**51**	**66**	**6**

Source: Notre Dame (2024)

8.4. Commercialisation and Entrepreneurship

Notre Dame contributes to the regional economy by helping students and faculty to move their research outside of the University and into the marketplace. By promoting entrepreneurship and new ventures, Notre Dame brings innovation, jobs, and renown to the region. Notre Dame has worked hard to create an environment of creativity and entrepreneurship, resulting in practical solutions to local and global problems.

IDEA Center

Entrepreneurship and innovation benefit from the agglomeration effects of people and research infrastructure in close proximity to one another. Notre Dame has built a durable pipeline for nurturing startups that has flourished in recent years. The University's leadership in this area has contributed to the region's reputation as a leading destination for entrepreneurs and is an important part of the University's contribution to the competitiveness of the region's economy going forward, a powerful draw for new human and financial capital, and a powerful engine for producing new commercial ventures. The University's IDEA Center plays a significant role in helping Notre Dame researchers translate their research efforts into intellectual property. The Center also ensures that Notre Dame's growing research investments become important inventions that enter the market with a number of strategies.

Figure 8.5: Notre Dame's Startup Ventures and Capital Raised, FY2018–FY2024

Year	Startups	Venture Capital Raised	Product Sales
FY2018	22	0	0
FY2019	12	$4,000,000	$518,000
FY2020	30	$6,800,000	$10,900,000
FY2021	25	$20,000,000	$7,500,000
FY2022	28	$54,000,000	$9,100,000
FY2023	28	$86,600,000	$136,000,000
FY2024	22	$87,553,000	$57,253,529
Total (7-Year)	**167**	**$258,953,000**	**$221,271,529**

Source: Notre Dame (2024)

The IDEA Center also provides entrepreneurship support programs for Notre Dame students. Since 2018, the center has supported 167 student startups, in a cadence that has supported approximately 33 student startups per year. The IDEA Center offers a Student Entrepreneur Pre-Accelerator, which is a six-week program, offered once in the fall semester and once in the spring semester, providing student entrepreneurs with the training and resources they need to grow their business, structure, accountability, and access to a community of fellow student entrepreneurs.

"Innovation is critical to the future of our industry. Having a Tier One, AAU research university in our northern Indiana neighborhood has given us a true competitive advantage. The insights the iNDustry Labs' researchers and engineers have provided over the past three years have been invaluable as we reimagine the RV experience and boost productivity."

—Bob Martin, president and CEO, THOR Industries

1842 Fund

Aiding in the research and commercialization efforts, a new venture capital fund, the 1842 Fund, has reached a significant milestone by closing its first $17.5 million. Named after the year Notre Dame was founded, the fund aims to support faculty research, student innovations, and community startups in the South Bend–Elkhart area. It will continue raising additional commitments over the next year to reach its target size of $35 million.

The 1842 Fund will collaborate with High Alpha Innovation to establish an on-campus venture studio, the 1842 Studio, to build and launch new software startups. This initiative aligns with Notre Dame's strategic framework, focusing on investing in people, enhancing the community, and advancing societal change in key areas such as health, poverty, and sustainability.

The fund plans to launch a series of startups over the next five years by investing in Notre Dame faculty, students, and startups from the IDEA Center, as well as establishing the 1842 Studio to co-create startups targeting social impact areas outlined in Notre Dame's strategic framework.[21]

"As one of three leading research universities in Indiana, Notre Dame is demonstrating an impressive willingness to collaborate for the betterment of the South Bend–Elkhart region and Indiana at large. The expansion to the interdisciplinary research building will enable Notre Dame to build upon its impressive data sciences and research capabilities to benefit to an even greater extent the region and state."

—Ted Maple, vice president for education, Lilly Endowment

8.5. Anchoring the Region's Economic Vitality

The University of Notre Dame is deeply committed to the region's economic revitalization. Over the past decade, Notre Dame has played a central role alongside civic and industry partners to develop and execute regional economic development activities to spark unprecedented investments in research facilities, new transit connections, cultural amenities, parks, housing, and neighborhoods. Collectively these investments have expanded economic opportunities and enhanced the region's ability to recruit and retain top talent.

[21] Swisher, Nicholas. University of Notre Dame Office of Public Affairs and Communications. December 5, 2023. "New venture fund aims to further Notre Dame's mission through purpose-driven startups." https://publicaffairs.nd.edu/news/new-venture-fund-aims-to-further-notre-dames-mission-through-purpose-driven-startups/

Teamwork Makes the Dream Work

Nine years ago, Notre Dame and regional government and business leaders came together to form the Regional Cities of Northern Indiana Regional Development Authority (RDA). In 2015, the RDA applied for and received a $42 million Indiana Regional Cities Initiative grant to support various economic development projects designed to enhance quality of life, stimulate economic growth, and grow the population of the region by attracting and retaining talent.

The South Bend–Elkhart Regional Partnership, a collaboration of the economic development partners from communities in northern Indiana, helped lead the effort to secure the Regional Cities grant and serves as the administrator for the RDA.

Today, the RDA and the South Bend–Elkhart Regional Partnership continue their work and Notre Dame remains at the table. Two University representatives sit on the five-person RDA board: Timothy Sexton, associate vice president for public affairs, and John DeSalle, iNDustry Lab's executive engineer-in-residence. Executive Vice President Shannon Cullinan serves on the regional partnership's board and its executive committee.

Since 2021, the RDA has been awarded $95 million in state economic development grants as part of Indiana's Regional Economic Acceleration and Development Initiative, or READI. The money is and will be invested in affordable housing and arts and cultural amenities as well as job and education programs. While READI 2.0 funds, $45 million, had not been announced when this report was compiled, READI 1.0 provided $50 million which resulted in the following projects:

- Ariel Cycleworks, Elkhart County, $4,200,0000
- Beacon Integrated Health and Lifestyle District, St. Joseph County, $11,780,000
- Bremen Sunnyside Park Improvements, Marshall County, $82,965
- Corson Riverwoods County Park, Elkhart County, $153,035
- Culver Dunes Housing Project, Marshall County, $1,300,000
- Downtown Elkhart River District, Elkhart County, $6,500,000
- Harrison Street Trail, Marshall County, $144,000
- Marshall County Career Innovation Center, Marshall County, $1,750,000
- Mishawaka Fieldhouse, St. Joseph County, $5,200,000
- Momentum SBE Entrepreneurship Hub, St. Joseph County, $1,132,565
- Morris Performing Arts Center "Morris 100 Project," St. Joseph County, $1,500,000
- Portage Place Business, Culture and Arts Accelerator/Incubator, St. Joseph County, $550,000
- Potawatomi Zoo Concession Lodge and Black Bear Habitat, St. Joseph County, $1,070,000
- South Bend International (SBN) Air Cargo and Logistics Center, Regional, $800,000
- Tolson Center For Community Excellence, Elkhart County, $2,600,000

- Water Street Townhomes, Marshall County, $520,000
- Wellfield Visitors Center, Elkhart County, $1,300,000

LIFT network and iNDustry Labs

Quality of place is key to attracting talent, but the health of regional industry is equally significant. In April 2019, Lilly Endowment Inc. awarded the University of Notre Dame, in partnership with the South Bend–Elkhart Regional Partnership, a five-year, $42.4 million grant to form the Labs for Industry Futures and Transformation (LIFT) Network.

The LIFT Network unites two of the region's economic drivers—its powerful manufacturing base and Notre Dame, a global tier-one research university—to advance the region as a leader in next-generation manufacturing, entrepreneurship, applied analytics, and technology.

Notre Dame's iNDustry Labs, an anchor of the LIFT Network, serves as the University's front door to companies in the region offering them Notre Dame resources—expertise, labs, and core facilities — to solve technological problems, modernize practices, and train talent for emerging industries. Services include strategic and technical advisory services; applied research, development, and testing; applied learning, internships, and skills training; and grant development services.

Between 2019 and 2023, the Lilly grant has resulted in:

- $147 million of direct investment in the region
- 157 projects with 60 companies completed by iNDustry Labs
    - Partners include AM General, Conn-Selmer, Kem Krest, Lippert Components, THOR Industries, Tire Rack, and more
- 1,304 post-secondary students engaged with local companies through internships and applied learning courses, including 255 from Notre Dame
- 45 enFocus Industry Advancement Fellowships with local companies
- 227 regional internships coordinated by the South Bend–Elkhart Regional Partnership
- Digital workforce development and training
    - 2,768 credentials and certifications for advanced technical skills underway and/or awarded by LIFT partners
    - 254 students enrolled in new and expanded degree programs in STEM fields

A focus with the initial phase was to build trust through engagement with local industry partners. Building upon the established momentum, the priority ahead is to pursue depth of engagement with further integration into the University's academic enterprise.



9. Societal Advancement

9.1. Section Overview

Notre Dame approaches its role as a prominent Catholic institution with a profound sense of responsibility, recognizing the influence it holds in shaping societal values. Consequently, the University is deliberate in its efforts to promote certain principles, such as diversity, inclusion, and ethics, within the framework of its educational mission. This commitment extends beyond mere rhetoric; Notre Dame actively engages in ongoing discussions and initiatives aimed at understanding and implementing these values across its academic and operational spheres.

Notre Dame's commitment to diversity and inclusion has not been static but rather dynamic and evolving. The University acknowledges that true diversity encompasses a broad spectrum of identities, experiences, and perspectives. As such, Notre Dame continuously strives to foster an environment where all members of its community feel valued, respected, and empowered to contribute fully. While progress is being made, the University also recognizes the need for ongoing reflection and action to address areas where further improvement is necessary.

In addition to promoting diversity and inclusion, Notre Dame seeks to uphold its Catholic identity through its research and scholarship endeavors. This entails aligning academic pursuits with the institution's historical mission and contemporary challenges while staying true to its foundational values. By integrating faith and reason, Notre Dame endeavors to pursue knowledge and understanding that not only enriches academic discourse but also addresses pressing issues facing society. Through this holistic approach, the University aims to contribute meaningfully to the advancement of knowledge while remaining faithful to its Catholic heritage.

9.2. Inclusive Campus Climate

The University endeavors to instill in its students more than just an admiration for humanity's remarkable accomplishments. It aims to foster a conscientious awareness of the poverty, injustice, and oppression that afflict numerous lives. This mission seeks to cultivate a profound sense of solidarity among individuals and a dedication to collective welfare, translating education into a catalyst for promoting justice and serving the greater good.

Inclusive Access to a College Degree

In this way, the University of Notre Dame has made a commitment to empowering every qualified student to attend Notre Dame, by meeting 100% of every student's demonstrated financial need. In the 2023-24 academic year, 70% of all undergraduate students received financial aid; $56,000 is the median need-based scholarship awarded to incoming first-year students. Notre Dame's admissions process is need-blind, which means a student's financial situation is not considered in the evaluation of their application.

Notre Dame Ensures that a College Degree is More Affordable and Accessible for Students from Around the World

70%

Share of Undergraduate Students Receiving Financial Aid

Recognizing the Dignity of Every Human Person

The University of Notre Dame's Catholic mission calls us to defend the dignity of every human person, promote a just society in which every person can flourish, and attend particularly to the needs of the most vulnerable. Notre Dame provides a strong support system to ensure that all students have the tools they need to succeed. Resources provided to students include the University Counseling Center and the Center for Student Support and Care. Campus Ministry is available to students to grow in their faith—and is also available to those who need to talk through a big decision. The McDonald Center for Student Well-Being creates structures for wellness enhancement and risk reduction, using evidence-based practices. The University of Notre Dame acknowledges that being a first-generation college student is difficult—as is experiencing college life as a student from a low-income household. The Office of Student Enrichment provides financial assistance toward opportunities and resources that enable students to get the most from their Notre Dame experience.

In June 2020, Father Jenkins expressed the realities of racism and inequality in our nation and reaffirmed the University's commitment to address these issues at Notre Dame. This commitment led to the formation of a task force, resulting in the June 2021 Notre Dame Board of Trustees' Task Force Report on Diversity, Equity, and Inclusion (DEI), outlining the University's current state and future vision on diversity and campus climate. The report focused on five main areas: increasing representation, strengthening a culture of inclusion and belonging, holding ourselves accountable, being a force for good in the world, and committing adequate resources. It emphasized the importance of creating a more diverse and inclusive student body, acknowledging the need for historically underrepresented groups to feel welcome and supported on campus.

In the fall of 2021, the University created the Transformational Leaders Program (TLP), a scholarly initiative focused on enhancing the academic trajectories and community of some of our most promising students who have in some way been historically marginalized or challenged. TLP serves students' academic, professional, social, and spiritual development, paying particular attention to celebrating the gifts of all of our scholars and assisting them to find the best academic path forward at Notre Dame. The aim is to help each student reach their academic and intellectual goals and develop their natural leadership, while staying healthy, grounded, and connected. In 2021, University launched the Initiative on Race and Resilience, a new interdisciplinary program led by the College of Arts and Letters, that

focuses on the redress of systemic racism and the support of communities of color both within and beyond the Notre Dame campus.

In 2022, construction began on the new Center for Diversity, Equity, and Inclusion, which exists to provide a safe and welcoming environment where students can foster a culture of belonging, collaborate to address issues that are important to them, and enhance diversity, equity, and inclusion efforts at Notre Dame. The center opened in the fall of 2023.

In April 2022, Father Jenkins appointed the Rev. Canon Hugh Page Jr. as the inaugural vice president for institutional transformation and advisor to the president. This appointment launched the Office of Institutional Transformation, which works to create and coordinate an integrated diversity, equity, and inclusion strategy across the various divisions, colleges, and schools at the University. Among its early endeavors, the office re-established the DEI Practitioners Group, made up of more than 220 individuals from across the University whose jobs include advancing a culture of inclusion within their respective departments. The group meets over lunch every two weeks during the academic year to learn about each other's work and discuss relevant DEI topics in the news. The office also launched—in partnership with Notre Dame Human Resources and the Office of the Provost—the Inclusive Leadership Colloquium. The first year of the colloquium consisted of a lecture series featuring insightful and innovative leaders in diverse, equitable, and inclusive practice.

9.3. Catholic Values in Action

Thought Leader as a Catholic Institution of Higher Learning

In the University's mission statement, Notre Dame is identified first and foremost as "a Catholic academic community of higher learning, animated from its origins by the Congregation of Holy Cross." As a premier Catholic research university, Notre Dame influences the ethical and moral fabric of society. The University's Catholic identity is evident in an abundance of ways, including the significant presence of priests on campus, serving in administrative roles and as professors. However, the institution does not require a specific religious affiliation from its scholars, students, administrators, and staff. Instead, it values a commitment to Notre Dame's objectives and an eagerness to engage in the vibrant dialogue that defines its essence. Therefore, the University prioritizes academic freedom, enabling open discussions and inquiries.

Notre Dame's identity as a Catholic academic institution embraces the belief that the pursuit of truth, whether in human affairs or the cosmic realm, aligns with the life of faith. Notre Dame is thoughtful about supporting research and scholarship that advances humanity from a scientific, medical, and geopolitical standpoint. The University welcomes diverse scholarly endeavors, recognizing them as integral to its mission while subject to critical scrutiny. This commitment not only enriches Catholic

"At Notre Dame, where we take pride in the sense of community on campus, we must do all we can to ensure that every member of this community feels themselves fully a part of that community. If we do, it will be a better home for all of us."

—Rev. John I. Jenkins, C.S.C., president, University of Notre Dame

intellectual life across disciplines but also fosters a community conducive to scholarly religious dialogue. HR also offers faculty and staff employee resource groups that support networking and community building. These groups include Latinx and Black faculty/staff associations, a veterans group, an employees with disabilities group and an LGBT resource group, among others.

Meanwhile, in 2023, the Office of the Provost welcomed Keona Lewis to the University as assistant provost for academic diversity and inclusion to oversee the vision, strategy, and community-building programs for academic diversity and inclusion.

Impact on Research and Innovation

Notre Dame research centers and institutes offer students diverse experiences in programs focused on global health, international disciplines, science and engineering, environment, and social sciences. As a Catholic institution, Notre Dame is thoughtful about supporting research and scholarship that advances humanity from scientific, medical, and geopolitical standpoints.

Boler-Parseghian Center for Rare and Neglected Diseases

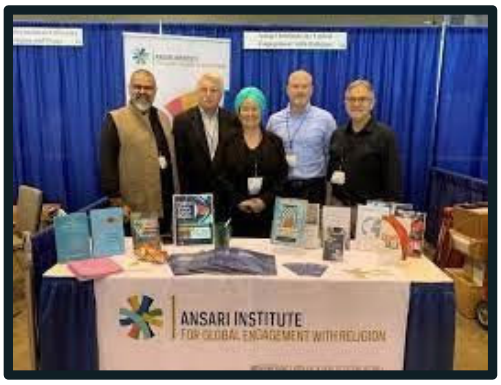
The Boler-Parseghian Center for Rare and Neglected Diseases (CRND) is recognized as one of the leading rare disease research centers nationwide, with a focus on fundamental scientific research and its practical applications. Collaborating closely with affected families, CRND integrates patient data and tissue studies with fundamental biological research to advance the understanding of diseases, identify molecular targets, and develop new diagnostics and treatments. Through partnerships with pharmaceutical companies, they expedite the discovery and development of drugs and therapies for rare and neglected diseases.

CRND also plays a crucial role in supporting research and education at Notre Dame, particularly in translating scientific findings into actionable solutions and advocating for the needs of people impacted by rare diseases. Moreover, CRND's Patient Advocacy Initiative, launched in 2022, enriches students' educational experiences by providing opportunities for hands-on engagement with patients, rare disease organizations, and biotech firms. The initiative received a gift from Horizon Therapeutics in 2022, which supported its development while giving the students an opportunity to work hands-on in the rare disease field.[22]

Ansari Institute for Global Engagement with Religion

As part of Notre Dame's Donald R. Keough School of Global Affairs, this institute is committed to exploring religion on a global scale through various means including research, instruction, community engagement, and collaboration with religious groups worldwide. Faculty members associated with the

[22] "Notre Dame Patient Advocacy Initiative Receives Founding Gift from Horizon Therapeutics," Patient Advocacy Initiative, University of Notre Dame, https://patientadvocacy.nd.edu/news/notre-dame-patient-advocacy-initiative-receives-founding-gift-from-horizon-therapeutics/.



institute inspire and provide ways to improve the ability of religious institutions and actors to carry out their specific mandates and promote human flourishing. They also delve into the roles that religion plays within critical sectors like health care, education, and the economy, as well as the unique contributions it offers toward the common good.

The Ansari Institute will thus play an integral role in helping the Keough School achieve its 2030 goals through several key areas. First, its research focus on understanding religion's role in global issues like migration and peacebuilding supports the school's goal of deepening scholarship directed toward integral human development, particularly through collaboration with partners in the Global South. Second, by organizing conferences and offering fellowships, the institute enhances the school's teaching objectives, providing cross-cultural learning opportunities, and aligning with efforts to prepare students to address global challenges comprehensively. Lastly, the institute's partnerships with religious organizations globally demonstrate a commitment to inclusive and respectful collaborations, supporting the school's aim of establishing effective partnerships to empower marginalized communities.[23]

Kroc Institute for International Peace Studies

The University of Notre Dame's Kroc Institute for International Peace Studies, situated within the Keough School of Global Affairs, is a premier center for researching the causes of violent conflict and strategies for sustainable peace. Offering degrees at various levels, the institute shapes scholars and practitioners trained in peace research and interdisciplinary studies. With a mission integral to Notre Dame's Catholic identity, the institute fosters collaboration between religious and secular traditions to strengthen peacebuilding efforts.

The Peace Accords Matrix (PAM), a cornerstone of the Kroc Institute, conducts evidence-based research on peace agreements, notably contributing to UN Security Council discussions on conflict resolution. PAM's initiatives, such as the Barometer Initiative in Colombia, monitor and report on peace accord implementation, garnering global recognition for Notre Dame's role in advancing peace and security. PAM emphasizes the importance of inclusive dialogue, marginalized community participation, and robust monitoring mechanisms for successful peace agreements. With growing international engagement, including plans to extend operations to the Philippines, the Kroc Institute continues to expand its impact on global peace efforts, reinforcing its position as a leading institution in peace studies and conflict resolution research.[24]

[23] *Strategic Plan 2030*, Keough School of Global Affairs, https://keough.nd.edu/strategic-plan/.

[24] "On the world stage: Kroc Institute's Peace Accords Matrix invited to brief the UN Security Council," Kroc Institute for International Peace Studies, https://kroc.nd.edu/news-events/news/on-the-world-stage-kroc-institutes-peace-accords-matrix-invited-to-brief-the-un-security-council/.

Notre Dame Environmental Change Initiative (ND-ECI)



The Notre Dame Environmental Change Initiative (ND-ECI) is a multidisciplinary research effort involving over 60 faculty members focused on addressing key environmental challenges. With a mission of "Science Serving Society," ND-ECI conducts research spanning various fields such as hydrology, ecology, climate change, agriculture, and environmental genomics. The initiative aims to translate research findings into practical management and policy solutions to benefit both humans and the environment.

The Notre Dame Global Adaptation Initiative (ND-GAIN), a program within ND-ECI, leverages data-driven approaches to assess climate vulnerability and readiness of vulnerable communities globally. Through the Global Urban Climate Assessment, ND-GAIN aims to track climate resiliency and adaptation efforts at the city level, providing decision-makers with valuable insights for addressing climate-related challenges. The initiative's interdisciplinary approach involves faculty, scholars, and students, contributing to the advancement of research and policy solutions for environmental resilience and sustainability.[25]

Notre Dame Nanoscience and Technology (NDnano)

Notre Dame Nanoscience and Technology (Ndnano) has evolved over 25 years into a leading research initiative with over 80 faculty affiliates and advanced facilities spanning 9,000 square feet. NDnano promotes collaborative research to address scientific and technical challenges with a focus on advancing imaging, characterization, modeling, synthesis, and nanofabrication. Key facilities include the Materials Characterization Facility, offering various characterization capabilities; the Notre Dame Integrated Imaging Facility, providing advanced microscopy, and the Notre Dame Nanofabrication Facility, hosting processing tools for nano and microelectronic devices. Additionally, the Magnetic Resonance Research Center supports research in chemistry and biology, while the Center for Environmental Science and Technology offers instrumentation for environmental analysis. The Engineering and Design Core Facility provides engineering support for research projects, and the Center for Research Computing empowers advanced data processing services.

Recently, NDnano research focusing on inversion symmetry breaking in superconductors was funded by a $1 million grant from the US Department of Energy. Led by four physics professors, this project aims to enhance the understanding of superconductors' properties, potentially leading to the development of novel quantum electronic devices. This grant-funded research aligns with NDnano's mission to advance nanoscience and technology for societal benefit.[26]

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[25] "ND-GAIN To Launch Global Urban Climate Assessment, Measuring Climate Resiliency at the City Level," Environmental Change Initiative, https://environmentalchange.nd.edu/news-events/news/nd-gain-to-launch-global-urban-climate-assessment-measuring-climate-resiliency-at-the-city-level/.

[26] "Four Notre Dame physicists receive Department of Energy grant to enhance understanding of superconductors," NDnano, https://nano.nd.edu/news-events/news/four-notre-dame-physicists-receive-department-of-energy-grant-to-enhance-understanding-of-superconductors/.

9.4. Environmental Protection

Notre Dame acknowledges its duty to preserve the natural environment while advancing sustainable economic and social justice for all individuals. The University is dedicated to cultivating a pervasive awareness of the vital link between responsible resource management and the pursuit of the common good. By implementing energy-saving practices throughout its facilities, constructing LEED-certified buildings, establishing the Office of Sustainability, fostering academic and research centers like the Center for Sustainable Energy and the Environmental Change Initiative, and introducing an undergraduate minor in sustainability, the University has made significant strides in promoting sustainability both locally and globally.

The University of Notre Dame has committed to achieving carbon neutrality by 2050, with an interim goal of reducing carbon dioxide emissions by at least 65% from 2005 levels by 2030. The plan involves implementing various strategies such as expanding geothermal wells, increasing photovoltaic solar projects, utilizing green fuels, evaluating battery storage technology, and improving energy efficiency. Key initiatives include transitioning away from coal usage, adopting combined-cycle natural gas turbines, implementing geothermal systems, installing solar energy arrays, and partnering with Indiana Michigan Power for carbon offsets.

The University of Notre Dame will soon install a 46,000-square-foot solar array on the west side of its campus along Indiana 933, aiming to diversify its energy sources and achieve net zero campus carbon emissions by 2050. The solar facility, located near the northeast corner of 933 and Dorr Road, is expected to generate approximately 1% of the campus's electricity while reducing greenhouse gas emissions by 600 to 700 tons annually. The project will encompass about half of the site, with the remaining space dedicated to pollinator-friendly and native plants. With minimal glare and no impact on traffic along 933, the initiative underscores the University's commitment to combatting climate change and promoting sustainability. This effort aligns with Notre Dame's broader strategy of utilizing renewable energy sources, such as solar and hydroelectric power, and transitioning away from coal usage to cleaner alternatives.[23]

10. Conclusion

10.1. Aggregate Economic Impact



Notre Dame's aggregate economic impact derives from direct, indirect, and induced effects in five categories of economic activity directly attributable to the institution. In total, these impacts represent the local, regional, and statewide economic value of the University, inclusive of its Athletics Department. Throughout Indiana, that benefit generates in aggregate $3.6 billion in economic impact, supporting almost 22,000 jobs, with almost $1.5 billion in earnings (Figure 10.4).

Figure 10.1: Aggregate Economic Impact in South Bend

Impact Type	Operations	Wage Premium	Student and Visitor Spending and Large-Scale Events	Athletics	Capital Investments	Total
Total Output ($M)	$1,875	$50	$138	$157	$308	**$2,528**
Employment (FTE)	12,100	270	1,000	1,300	1,880	**16,550**
Earnings ($M)	$1,038	$15	$26	$27	$104	**$1,211**

Source: Econsult Solutions (2024)

Figure 10.2: Aggregate Economic Impact in St. Joseph County

Impact Type	Operations	Wage Premium	Student and Visitor Spending and Large-Scale Events	Athletics	Capital Investments	Total
Total Output ($M)	$2,363	$80	$157	$179	$397	**$3,177**
Employment (FTE)	14,300	430	1,100	1,400	2,320	**19,550**
Earnings ($M)	$1,158	$24	$32	$33	$130	**$1,377**

Source: Econsult Solutions (2024)

Figure 10.3: Aggregate Economic Impact in the Region

Impact Type	Operations	Wage Premium	Student and Visitor Spending and Large-Scale Events	Athletics	Capital Investments	Total
Total Output ($M)	$2,409	$85	$176	$243	$425	**$3,338**
Employment (FTE)	14,600	450	1,320	1,800	2,420	**20,590**
Earnings ($M)	$1,170	$26	$36	$39	$136	**$1,408**

Source: Econsult Solutions (2024)

Figure 10.4: Aggregate Economic Impact in Indiana

Impact Type	Operations	Wage Premium	Student and Visitor Spending and Large-Scale Events	Athletics	Capital Investments	Total
Total Output ($M)	$2,484	$183	$203	$281	$458	**$3,610**
Employment (FTE)	14,900	950	1,510	2,100	2,520	**21,980**
Earnings ($M)	$1,188	$53	$43	$46	$143	**$1,474**

Source: Econsult Solutions (2024)

These economic impacts additionally produce tax revenues for various government jurisdictions, contributing to the funding of essential public services and public education. Therefore, while Notre Dame is tax-exempt, it is still tax-generating. In particular, the University produces a significant amount of tax revenues for Indiana government via economic impact resulting from its annual operations, capital investments, spending of the visitors drawn its campuses and facilities, athletics spending, and the increased household earnings enjoyed by its alumni. Across the five economic impact categories analyzed in this report, it is estimated that Notre Dame generates almost $139 million in aggregate tax revenues each year for the state (Figure 10.5).

Figure 10.5: Aggregate Tax Revenue Impact to the State of Indiana

Fiscal Summary	Operations	Wage Premium	Student and Visitor Spending and Large-Scale Events	Athletics	Capital Investments	Total
Income ($M)	$54.5	$8.9	$1.7	$4.4	$4.5	**$73.9**
Sales ($M)	$38.9	$2.4	$3.1	$7.0	$5.2	**$56.7**
Business ($M)	$5.7	$0.4	$0.5	$0.9	$0.8	**$8.2**
Total	**$99.2**	**$11.6**	**$5.3**	**$12.3**	**$10.5**	**$138.8**

Source: Econsult Solutions (2024)

10.2. Looking Ahead

In 2023, after more than two years of planning involving contributions from more than 700 faculty, staff, and leaders from across the University, Notre Dame released *Notre Dame 2033: A Strategic Framework*. The framework outlines the University's vision and goals for 10 years into the future. It emphasizes Notre Dame's commitment to academic excellence, research innovation, and service to society. The framework underscores the importance of fostering a diverse and inclusive community while maintaining the University's Catholic identity. Notre Dame aims to address global challenges and make a positive impact on the world through its strategic initiatives.

The University of Notre Dame envisions a future dedicated to serving the greater good, both locally and globally. From South Bend to the farthest corners of the world, Notre Dame commits itself to positively influencing humanity and stewarding the Earth—because doing good is Notre Dame's raison d'être.

Appendix A: Input-Output Methodology

Figure A.1: Economic Impact Methodology



Source: Econsult Solutions, Inc. (2024)

In an inter-connected economy, every direct dollar spent generates two spillover impacts:

- First, some amount of the proportion of that expenditure that goes to the purchase of goods and services gets circulated back into an economy when those goods and services are purchased from local vendors. This represents what is known as the **indirect effect** and reflects the fact that local purchases of goods and services support local vendors, who in turn require additional purchasing with their own set of vendors.
- Second, some amount of the proportion of that expenditure that goes to labor income gets circulated back into an economy when those employees spend some of their earnings on various goods and services. This represents what is known as the **induced effect** and reflects the fact that some of those goods and services will be purchased from local vendors, further stimulating the economy.

To model the impacts resulting from the direct expenditures of University of Notre Dame, ESI developed a customized economic impact model using IMPLAN's input/output modeling system. Utilizing an industry standard approach, IMPLAN's input/output modeling system allows users to assess the economic and job creation impacts of industry-based events and public policy changes within a county or its surrounding area. IMPLAN has developed a social accounting matrix (SAM) that accounts for the flow of commodities through economics. From this matrix, IMPLAN also determines the regional purchase coefficient (RPC), or the proportion of local supply that satisfies local demand. These values not only establish the types of goods and services supported by an industry or institution, but also the

high level at which they are acquired locally. This assessment determines the multiplier basis for the local and regional models created in the IMPLAN modeling system. IMPLAN takes these multipliers and divides them into 546 industry categories in accordance with the North American Industrial Classification System (NAICS) codes.

Explanation of Multipliers[27]

The use and application of multipliers are intuitive. Multipliers, in their most basic form, are the result of an algebraic analysis expressing how two inputs are interconnected in the production of an output. The result of the equation generates a multiplier that is broken down into direct, indirect, and induced effects. In a generalized example: if the multiplier for good *X* to good *Y* is 3, then the direct effect of good *X* on *Y* is 1, with indirect and induced effects of 2. Essentially, every unit of good *X* supports 2 units of good *Y*.

When implemented on a large complex scale, such as that of the US economy or any subsection of it, multiplier effects across industries can be complicated. However, the same general concept comes into play. Each industry has largely different and varied inputs into other industries. The quantity of the output is largely decided by the scale and efficiency of the industries involved. As a result, the sum of those inputs equates to an output product plus a value added/component. By arranging these inputs and outputs by industry in a matrix and performing some algebra to find the Leontief inverse matrix, each industry's effect on final demand can be estimated. Additionally, the direct, indirect, and induced effects can also be determined. Direct effects include direct purchases for production, indirect effects include expenses during production, and induced effects concern the expenditures of employees directly involved with production. Using building construction as an example, the direct effects would include materials, brick, steel, and mortar; the indirect effects would involve the steel fabrication and concrete mixing; and the induced effects would consider purchases by construction workers using their wages. While impacts vary in size, each industry has rippling effects throughout the economy. By using an input-output model, these effects can be more accurately quantified and explained.

IMPLAN is one of several popular choices for regional input-output modeling. Each system has its own nuances in establishing proper location coefficients. IMPLAN uses a location quotient to determine its regional purchase coefficient (RPC). This represents the proportion of demand for a good that is filled locally; this assessment helps determine the multiplier for the localized region. Additionally, IMPLAN also accounts for inter-institutional transfers (e.g., firms to households, households to the government, etc.) through its social account matrix (SAM) multipliers. IMPLAN takes the multipliers and divides them into industry categories in accordance with the North American Industrial Classification System (NAICS) codes, allowing a comprehensive breakdown of a region's multipliers by industry to be shown.

Despite the usefulness of input/output modeling, there are some shortcomings to the system. Notably, input-output models ignore economies of scale. Input-output models assume that costs and inputs remain proportionate through different levels of production. Further, multipliers are not generally

[27] Lahr, Michael. "Input-Output Analysis: Technical Description and Application." Rutgers University Edward J. Bloustein School of Planning and Public Policy.

updated on a timely basis; most multipliers are prone to be outdated with the current economy. If the multipliers are sourced from a year of a recession economy, the multipliers may not accurately represent the flows from an economic boom period. Additionally, multipliers may not capture sudden legal or technological changes which may improve or decrease efficiency in the production process.

Glossary of Terms for Input/Output Models

Multiplier Effect– the notion that initial outlays have a ripple effect on a local economy, to the extent that direct output leads to indirect and induced output.

Economic Impacts– total expenditures, employment, and labor income generated.

Tax Revenue Impacts– local and/or state tax revenues generated.

Direct Output– initial outlays usually associated with the project or activity being modeled; examples: one-time upfront construction and related expenditures associated with a new or renovated facility, annual expenditures associated with ongoing facility maintenance and/or operating activity.

Direct Employment– the number of annual jobs associated with direct output (including full- and part-time employment)

Direct Labor Income– the salaries and wages earned by employees, contractors, and proprietors as part of the direct output.

Indirect Output– indirect and induced outlays resulting from the direct output; examples: vendors increasing production to meet new demand associated with the direct output, workers spending direct labor income on various purchases within the local economy.

Indirect/Induced Employment– the number of annual jobs associated with indirect/induced output (including full- and part-time employment)

Indirect Labor Income– the salaries and wages earned by employees, contractors, and proprietors as part of the indirect output.

Total Output– the sum of direct output and indirect output.

Total Employment– the sum of direct employment and indirect employment.

Total Labor income– the sum of direct labor income and indirect labor income.

Source: Econsult Solutions, Inc. (2023)

Visitor Spending Profiles

Spending profiles were developed by visit type to reflect that visitor spending patterns vary based on point of origin (local, regional, or overnight), reason for visit, and other factors. Unique spending patterns were estimated for each visitor type using available proxy data on national travel trends and local hotel rates. Where no proxy data is available, conservative assumptions are utilized. We used 12 different spending profiles based on the likely differences of visitors for different types of events. For instance, free events would have one spending profile, while ticketed sporting events would have their own unique spending profiles.

Appendix B: Ancillary Tables

Figure B.1: Aggregate Ancillary Spending by Notre Dame Student and Student Visitors by Geography ($M)

Type	Spending within Notre Dame & South Bend	Spending within St. Joseph County	Spending within the Three-County Region	Spending within Indiana
Students	$71.5	$89.4	$98.5	$104.7
Visitors	$6.3	$6.7	$7.2	$7.7
Total	**$77.8**	**$96.2**	**$105.7**	**$112.4**
Minus Non-Modeled Amount	$14.1	$20.4	$27.7	$35.8
Modeled Amount	$63.6	$75.8	$77.9	$76.6

Figure B.2: Athletics Attendance

Event Type	Total Attendees	Students, Faculty, Local	Regional (Day Trip)	Overnight Trip	Average Number of Nights
Ticketed Athletics (non-Football)	369,078	184,539	55,362	129,177	1
Ticketed Athletics (Football)	657,757	106,464	122,901	428,392	1
Non-Local Hosted Athletic Events	87,854	0	16,654	71,200	1
Local Hosted Athletic Events	15,300	11,475	3,060	765	1
Non-University Commencements	45,000	33,750	9,000	2,250	1
Sports Camps	5,649	0	2,420	3,229	1
Warren Golf Course	23,945	7045	3,378	13,522	1
Total	**1,204,583**	**343,273**	**212,775**	**648,535**	

Figure B.3: Spending by All Athletics Visitors ($M)

Type	Spending within Notre Dame & South Bend	Spending within St. Joseph County	Spending within the Three-County Region	Spending within Indiana
Regional Visitors	$17.2	$18.6	$20.0	$21.4
Overnight Visitors	$164.9	$195.9	$249.0	$272.7
Total	**$182.1**	**$214.5**	**$269.0**	**$294.0**
Minus Non-Modeled Amount	$76.9	$81.5	$86.6	$91.7
Modeled Amount	$105.2	$133.0	$182.4	$202.3

Figure B.4: Spending by Athletics Visitors ($M)

Type	Spending within Notre Dame & South Bend	Spending within St. Joseph County	Spending within the Three-County Region	Spending within Indiana
Non-NCAA Sports Visitors and Facilities Users	$20.8	$22.4	$24.0	$25.6
Non-Football Athletics Visitors	$12.1	$13.1	$14.0	$15.0
Football Game Visitors	$149.2	$179.0	$231.0	$253.5
Total	**$182.1**	**$214.5**	**$269.0**	**$294.0**
Total Modeled	**$105.2**	**$133.0**	**$182.4**	**$202.3**

Figure B.5: Spending by Sports Visitors/ Sports Facilities Users, Non-ND Athletics ($M)

Type	Spending within Notre Dame & South Bend	Spending within St. Joseph County	Spending within the Three-County Region	Spending within Indiana
Regional Visitors	$3.2	$3.5	$3.7	$4.0
Overnight Visitors	$17.6	$19.0	$20.3	$21.6
Total	**$20.8**	**$22.4**	**$24.0**	**$25.6**
Minus Non-Modeled Amount	$10.4	$11.0	$11.7	$12.4
Modeled Amount	**$10.4**	**$11.4**	**$12.3**	**$13.2**

Figure B.6: Spending by ND Athletics Visitors, not including Football ($M)

Type	Spending within Notre Dame & South Bend	Spending within St. Joseph County	Spending within the Three-County Region	Spending within Indiana
Regional Visitors	$6.0	$6.4	$6.9	$7.4
Overnight Visitors	$6.2	$6.6	$7.1	$7.6
Total	**$12.1**	**$13.1**	**$14.0**	**$15.0**
Minus Non-Modeled Amount	$6.6	$7.0	$7.4	$7.9
Modeled Amount	**$5.5**	**$6.1**	**$6.6**	**$7.1**

Figure B.7: Spending by Non-Football Visitors ($M)

Type	Spending within Notre Dame & South Bend	Spending within St. Joseph County	Spending within the Three-County Region	Spending within Indiana
Regional Visitors	$9.2	$9.9	$10.6	$11.4
Overnight Visitors	$23.8	$25.6	$27.4	$29.2
Total	**$32.9**	**$35.5**	**$38.0**	**$40.6**
Minus Non-Modeled Amount	$17.0	$18.0	$19.1	$20.3
Modeled Amount	**$16.0**	**$17.5**	**$18.9**	**$20.3**

Figure B.8: Spending by Football Visitors ($M)

Type	Spending within Notre Dame & South Bend	Spending within St. Joseph County	Spending within the Three-County Region	Spending within Indiana
Regional Visitors	$8.0	$8.7	$9.4	$10.0
Overnight Visitors	$141.2	$170.3	$221.6	$243.4
Total	**$149.2**	**$179.0**	**$231.0**	**$253.5**
Minus Non-Modeled Amount	$59.9	$63.5	$67.5	$71.5
Modeled Amount	**$89.3**	**$115.5**	**$163.5**	**$182.0**

About Econsult Solutions, Inc.

This report was produced by Econsult Solutions, Inc. ("ESI"). ESI is a Philadelphia-based economic consulting firm that provides businesses and public policy makers with economic consulting services in urban economics, real estate economics, transportation, public infrastructure, development, public policy and finance, community and neighborhood development, planning, as well as expert witness services for litigation support. Its principals are nationally recognized experts in urban development, real estate, government and public policy, planning, transportation, nonprofit management, business strategy and administration, as well as litigation and commercial damages. Staff members have outstanding professional and academic credentials, including active positions at the university level, wide experience at the highest levels of the public policy process, and extensive consulting experience.

