



Education + Discovery + Innovation:

Economic and Community Impact of the
University of Louisiana at Lafayette

This economic and community impact analysis on the University of Louisiana at Lafayette was prepared by Appleseed, an independent consulting firm, using primarily fiscal year 2015 data for the economic impact modeling and other economic development and community impact assessments. The report results may be viewed at louisiana.edu/impact

The University of Louisiana at Lafayette,
a member of the University of Louisiana System



Appleseed is a New York City-based consulting firm, founded in 1993, that provides economic research and analysis and economic development planning services to government, nonprofit and corporate clients.

80 Broad Street, Room 611, New York, NY 10004
P: 212.964.9711 | F: 212.964.2415
www.appleseedinc.com





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UL Lafayette's Economic Impact: By the Numbers

\$2.6 billion / 9%

Increase in the region's gross domestic product attributable to the knowledge and skills acquired by Acadiana residents who graduated from UL Lafayette

1,919

People employed directly by UL Lafayette (excluding students) in FY 2015

5,525 / \$492 million

Jobs and overall economic output in Lafayette Parish supported by University, student and visitor spending, FY 2015

\$6.83

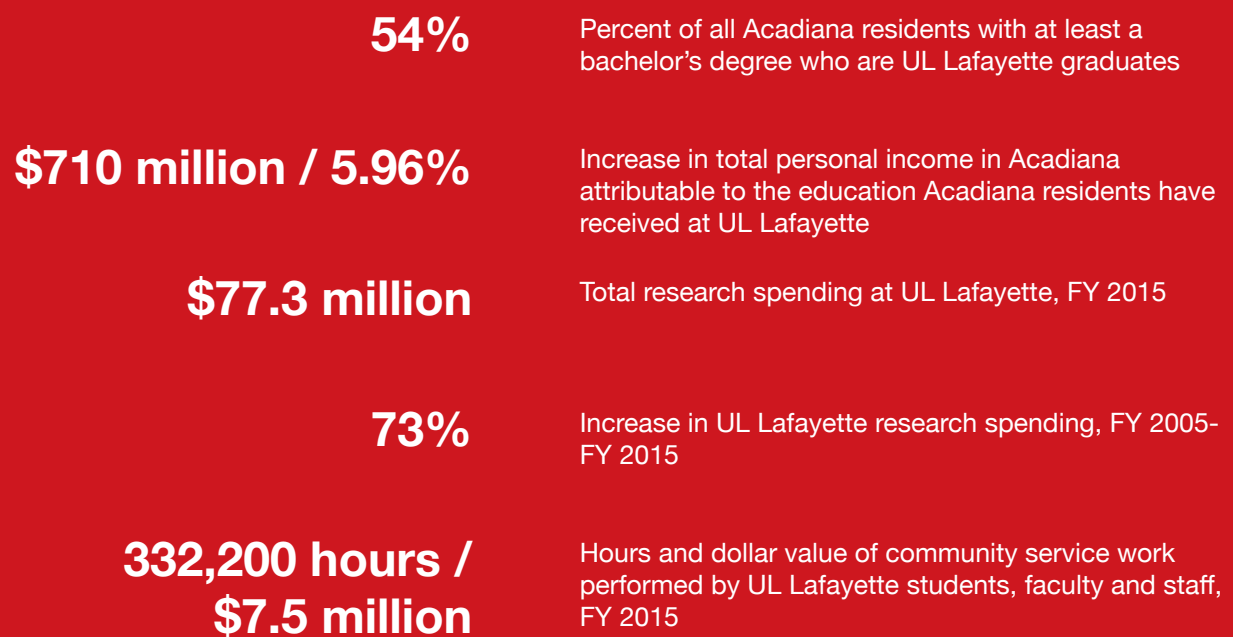
Statewide economic output generated by UL Lafayette in FY 2015 per dollar of state funding

1,600

Anticipated total employment at three technology firms the University helped bring to Lafayette

118,514

Number of degrees and certificates awarded by UL Lafayette since its founding in 1898



A photograph of three students walking through a large brick archway. The student on the left is a Black woman wearing a red polo shirt with a logo, blue jeans, and carrying a black bag and papers. The student in the middle is a white woman wearing a white t-shirt with a red fleur-de-lis logo and the text 'UNIVERSITY OF LOUISIANA LAFAYETTE', blue jeans, and carrying a backpack. The student on the right is a white man wearing a dark blue polo shirt with a logo, white shorts, and carrying a stack of books. Other students are visible in the background walking through the archway. The scene is brightly lit with warm sunlight.

Executive Summary

The University of Louisiana at Lafayette has an extensive impact on the state and in the Acadiana region defined by One Acadiana¹ as nine parishes² in south central Louisiana. UL Lafayette is the largest member institution of the University of Louisiana System and the state's second-largest university.

This report assesses UL Lafayette's contributions to the vitality of the state's and region's economies by extending educational, economic and cultural opportunities to residents, and by conducting research intended to solve some of the most pressing problems facing the state, U.S. and world. It focuses primarily on fiscal year 2015.

The following highlights are key findings.

- The region's overall educational attainment level attributable to Acadiana residents who are UL Lafayette graduates added nearly \$2.6 billion to the region's gross domestic product.
- University-related spending and off-campus spending by students and visitors who came to the University from outside Acadiana supported 5,062 full-time-equivalent jobs in Acadiana, with earnings totaling nearly \$230.1 million and \$449.5 million in economic output in Acadiana.
- UL Lafayette's total impact on Louisiana's statewide economic output in fiscal year 2015 (\$379.3 million) was equivalent to 6.83 times the state's contribution to University revenues (\$55.6 million).

The Impact of UL Lafayette as an Enterprise

- At the start of fiscal year³ 2015, UL Lafayette directly employed 1,919 people, excluding graduate assistants. Almost 92 percent worked full-time in faculty or other professional, administrative and support jobs. Nearly 95 percent of all University non-student employees were Acadiana residents, and 3.7 percent lived elsewhere in Louisiana. The University employed 615 part-time graduate assistants, for a total of 2,534 employees. On average, it employs about 2,125 undergraduate students each year in part-time jobs.
- In fiscal year 2015, gross salaries and wages paid to University employees, including graduate assistants, totaled \$99.3 million, of which nearly 97 percent was paid to Louisiana residents.
- UL Lafayette supports business and jobs in Louisiana through its investments in University construction and purchases of goods and services from in-state suppliers. In fiscal year 2015, the University:
 - > invested \$56.5 million in construction projects, directly supporting 424 FTE jobs in Louisiana – all in Acadiana – in construction and related industries, and
 - > spent \$40.1 million on purchases of goods from Louisiana businesses, directly supporting 285 FTE jobs in Louisiana, including 235 FTE jobs in Acadiana.

3. UL Lafayette's fiscal year begins July 1 and ends June 30.

1. One Acadiana is the former Greater Lafayette Chamber of Commerce.

2. The nine parishes are Acadia, Evangeline, Iberia, Jefferson Davis, Lafayette, St. Landry, St. Martin, St. Mary and Vermilion parishes (or counties).

- Combining the impact of spending by the University, its students and visitors, and taking into account the indirect and induced (or “multiplier”) effects of this combined spending, we estimate that in fiscal year 2015, UL Lafayette directly and indirectly accounted for:
 - over \$379 million in statewide economic output⁴ and 4,323 FTE jobs in **Louisiana**;
 - at least \$449 million in economic output in Acadiana and 5,062 FTE jobs in **Acadiana**;
 - more than \$492 million in economic output in Lafayette Parish and 5,525 FTE jobs in **Lafayette Parish**.⁵
- If UL Lafayette were a private enterprise, it would have ranked as the third-largest private employer in Acadiana in 2015.

4. Economic output is a measure of the total sales by companies in the parish, Acadiana or the state, including the “sale” of labor by employees who are paid for their work, generated by University spending.

5. The actual impact of spending by the University is greater at the state level than at the regional or parish level. Because at the state level we count only the impact of spending by out-of-state students and visitors to UL Lafayette, the reported impact of student and visitor spending is higher at the regional and parish levels than at the state level. As a result of this difference, the combined impact of University, student and visitor spending is also higher at the parish and regional levels than at the state level.

Entrepreneurship and Economic Development

UL Lafayette has long been a source of entrepreneurial energy that Louisiana needs to translate ideas, technology and talent into successful businesses.

- The University helps educate the next generation of entrepreneurs in Acadiana and Louisiana through:
 - courses and degree programs offered in its eight colleges and Graduate School;
 - AcceleRagin’, an incubator program that assists students who are developing their own businesses;
 - opportunities, such as Cajun Code Fest, an annual “code-a-thon” competition, in which teams develop the most user-friendly software tool or app intended to address pressing topics, such as aging, childhood obesity and diabetes; and
 - opportunities for internships or part-time employment.
- UL Lafayette supports translation of the results of University research into new products, services, businesses and jobs through its Office of Innovation Management. Between fiscal year 2010 and fiscal year 2016, it entered into nine agreements for commercial use of technologies first developed at the University, and helped to launch several startup companies in Acadiana.



- Hundreds of businesses in Louisiana were started by UL Lafayette students, alumni, faculty or staff. Some have licensed technology from the University; some have research partnerships with UL Lafayette. These businesses range from self-employed professionals, artists and artisans to companies employing more than 1,000 people.
- UL Lafayette supports aspiring entrepreneurs and small business owners through the work of two affiliated centers. In fiscal year 2015, the Louisiana Procurement Technical Assistance Center, on the University campus, helped 1,374 clients obtain 437 contracts with a total value of \$152.6 million. Also in fiscal year 2015, the Lafayette office of the Louisiana Small Business Development Center assisted with the creation of 19 startups with a total capitalization of more than \$5.5 million, and provided counseling services to 398 businesses throughout Acadiana.
- University Research Park, a 143-acre section of campus, is home to several UL Lafayette and government research centers; federal, state and local government agencies; a hotel; and a variety of private-sector tenants. We estimate that in addition to approximately 50 University employees who work in the Park, over 500 people are employed by the Park's other tenants.
- Building on its strengths in computer science, informatics and engineering, the University played a central role in attracting three major technology companies – CGI, Enquero and Perficient – to Lafayette. As of summer 2016, about 40 percent of those employed by CGI in Lafayette were UL Lafayette graduates.
 - > By 2020, these three companies are expected to employ nearly 1,000 people in the region. Employment is expected to rise in subsequent years to 1,600. Their choice of Lafayette as a place to grow is an important step in Acadiana's evolution as "Silicon Bayou."

Developing Louisiana's Human Capital

Total enrollment in fall 2014⁶ (the beginning of fiscal year 2015) was 18,796, the highest in school history at the time.

- For-credit enrollment for the beginning of fiscal year 2015 totaled 17,195, including 15,574 undergraduates (90.6 percent of total for-credit enrollment) and 1,621 graduate students (9.4 percent).
- About 90 percent of all degree-seeking undergraduate students were Louisiana residents and about 56 percent were Acadiana residents at the beginning of fiscal year 2015. Among all graduate students, approximately 59 percent were Louisiana residents; about 40 percent were Acadiana residents. The University attracted students from 52 U.S. states and territories and 84 countries.
- At the beginning of fiscal year 2015, about 10 percent of all degree-seeking undergraduates came to UL Lafayette from outside Louisiana, including 2.4 percent who came from outside the U.S. Nearly 41 percent of all graduate students were from outside Louisiana, including nearly 23 percent who were from outside the U.S.
- During fiscal year 2015, UL Lafayette awarded 3,089 undergraduate and graduate degrees. As of fiscal year 2015, UL Lafayette had awarded a total of 118,514 degrees and certificates since it was established in 1898.
- In 2015, The Education Trust ranked UL Lafayette 21st among 489 U.S. public colleges and universities for its progress in improving graduation rates among its minority students, and first in Louisiana. The University increased its overall student two-year retention rate from 73.25 percent in 2009 to 76.1 percent in 2015.
- As of summer 2015, 69,235 UL Lafayette graduates – about 68 percent of all living University graduates whose addresses were known – lived in Louisiana. Of those, 47,838, or 47 percent, lived in Acadiana. An additional 23,498, or 23 percent, lived elsewhere in the U.S. and 9,491, or 9.3 percent, lived outside the U.S.
- Using data on educational attainment published by the U.S. Census Bureau, we estimate that about 54 percent of all Acadiana residents age 25 and older who hold at least a bachelor's degree are UL Lafayette graduates. About 9.4 percent of all Louisiana residents age 25 and older who hold at least a bachelor's degree are UL Lafayette graduates.
- Based on Census Bureau data, we estimate that in 2014, annual earnings of Acadiana residents who hold bachelor's or graduate degrees from UL Lafayette were about \$710 million higher than they would have been without that level of education. That figure is equivalent to more than 5.9 percent of the total wages and salaries of all Acadiana residents.
- We estimate that the increase in the region's overall educational attainment level, attributable to Acadiana residents with degrees from UL Lafayette, added \$2.58 billion to the region's GDP, the equivalent of 9.0 percent.

6. A university's fall enrollment is its official annual enrollment.



The Impact of University Research

- In fiscal year 2015, UL Lafayette spent \$77.3 million on research, an increase of more than 73 percent since fiscal year 2005.
- Growth in research spending has helped UL Lafayette move up through the ranks of U.S. research universities. The University rose from 179th in 2012 to 160th in 2015, as reported by the National Science Foundation, based on total research spending by more than 1,000 research universities.
- UL Lafayette conducts research in a number of fields critical to Louisiana's economy that drive the state's innovation and growth, including life sciences; computer science and informatics; coastal protection and water resources; energy technology; and Cajun and Creole cultures.
- In fiscal year 2015, UL Lafayette's spending on industry-funded research totaled nearly \$14.5 million, about 19 percent of total research spending. Among the top 200 research universities in the U.S., UL Lafayette ranks in the top 10 when measured by the percentage of its research spending funded by private industry.



Culture and Community

- UL Lafayette contributes to the vitality of Acadiana's economy through its commitment to preserving and promoting the region's unique cultural heritage. It does this through, for example:
 - > research and educational programs of centers such as the Center for Louisiana Studies and the Ernest J. Gaines Center;
 - > degree programs in francophone studies, traditional music and other areas relevant to the region's cultures; and
 - > its involvement in major cultural events, such as the annual Festivals Acadiens et Créoles and annual Festival International de Louisiane, which attract hundreds of thousands of visitors each year.
- The University is a cultural resource for Acadiana through student performances in theater, music and dance; exhibitions of student work in the visual arts; and the Hilliard University Art Museum.
- Through programs such as the Community Design Workshop, UL Lafayette helps Acadiana address issues in community development. The CDW, for example, produced design proposals for the I-49 Lafayette Connector and how it might be integrated into neighborhoods along its proposed route.
- UL Lafayette also helps strengthen Acadiana through community service performed by students, faculty and staff.
- It is estimated that students, faculty and staff performed a total of 332,200 hours of community service work in fiscal year 2015 that was valued at more than \$7.5 million.

UL Lafayette and the Future of the Louisiana Economy

During the next five to 10 years, UL Lafayette's impact on Louisiana's and Acadiana's economies is, for several reasons, likely to be even greater than it is today.

Long-term impact of enrollment and new academic programs

- The University will increase student enrollment and the number of degrees it awards in engineering, computer science and several other areas that are aligned with the needs of the state and region. In May 2017, it announced a new graduate degree program in informatics. It will introduce a graduate degree program in geosciences.
- UL Lafayette will help more Louisiana residents gain access to the educational opportunities it offers. It will do this through continued expansion of its online programs, technology infrastructure, distance learning capacity, and initiatives such as the structuring of additional "2 + 2" programs in collaboration with the state's community colleges.
- The University's recent and continuing success in raising graduation rates for all students, and among underrepresented minority students in particular, will result in rising levels of educational attainment in the state. That trend, in turn, will translate into stronger economic growth and higher incomes for Louisiana and Acadiana residents.

Research growth and increased emphasis on business development

- The University has grown its research and development expenditures in the last decade and expects to increase its annual research spending to more than \$100 million during the next few years. This will directly support increased employment at the University, and will accelerate the production of ideas and innovations that will help drive economic growth.
- During the next few years, UL Lafayette's investment in its entrepreneurial education and technology commercialization programs will pay off even more. As the number of new businesses created by University students, alumni, and faculty increases – along with new businesses created to commercialize technologies first developed at the University – so will the University's impact on Louisiana's economy.
- As CGI, Enquero and Perficient have shown, UL Lafayette is a powerful resource for attracting companies to Acadiana. Together with Louisiana Economic Development, Lafayette Economic Development Authority, One Acadiana and others, UL Lafayette can build on this success to attract other growth companies as well.
- A recent partnership between the New Iberia Research Center and Crown Bioscience, a global drug discovery and development company, broadens the region's biomedical research sector. The University's partnership with Denmark-based Falck Safety Services positions the region as an epicenter for safety training for transportation and energy industries.

Collaborations between UL Lafayette and international companies like these reflect the University's commitment to expanding economic opportunities for the state and region.



Part One

The University in Context -
Lafayette, Acadiana and Louisiana

The University of Louisiana at Lafayette, the largest institution in the University of Louisiana System and the state's second-largest university, is a public institution that offers bachelor's, master's and doctoral degrees in more than 120 fields. It has a diverse and growing research portfolio and a strong commitment to the economic and social vitality, natural environment, and unique cultural heritages of the communities it serves.

Since 1991, UL Lafayette has been classified by the Carnegie Classification of Institutions of Higher Education as a doctoral university with higher research activity.

As of 2015, only 222 of 4,664 degree-granting colleges and universities in the U.S. were rated as "doctoral universities, highest research activity" or "doctoral universities, higher research activity," the top categories in the Carnegie system. That means the University is in the top 5 percent of degree-granting institutions in the U.S.

The University: History and Overview

The University traces its origins to state legislation enacted in 1898 that established Southwestern Louisiana Industrial Institute. Lafayette was chosen as the site for the new institution after a local family donated 25 acres and the town offered to contribute \$8,000 toward the cost of construction and additional funding from a local property tax for 10 years. SLII opened its doors in 1901 with about 100 students engaged in the study of agriculture, mechanics and stenography.

The Institute expanded its programs to include the liberal arts, teacher training and other disciplines. In 1921, it began offering bachelor's degrees and, reflecting its broader mission, dropped "Industrial" from its name to become Southwestern Louisiana Institute of Liberal and Technical Learning. By the time its first president, Dr. Edwin Stephens, retired in 1938, SLI had more than 2,000 students.

During the 1940s and early 1950s, SLI expanded to include a College of Engineering, a College of Nursing and a College of Business Administration. In 1954, it was one of the first all-white, public universities in the Deep South to desegregate. The Institute began to offer graduate programs in the 1950s. By 1960, enrollment had grown to 5,000. In that year, in recognition of its broadened offerings, SLI became the second public university in Louisiana and was renamed the University of Southwestern Louisiana.

During the 1960s, USL was one of the first universities in the U.S. to offer degrees in computer science and began to develop notable strengths in other emerging fields, such as cognitive science. As demand for higher education grew, the University expanded to meet it. By the mid-1970s, enrollment had risen to about 12,000. In 1999, USL was renamed the University of Louisiana at Lafayette.

With a total enrollment of 19,188 students at the start of fiscal year 2017, the University of Louisiana at Lafayette is one of the state's leading educational institutions. It offers 99 bachelor's degrees, 33 master's degrees and nine doctorates through eight colleges and Graduate School:

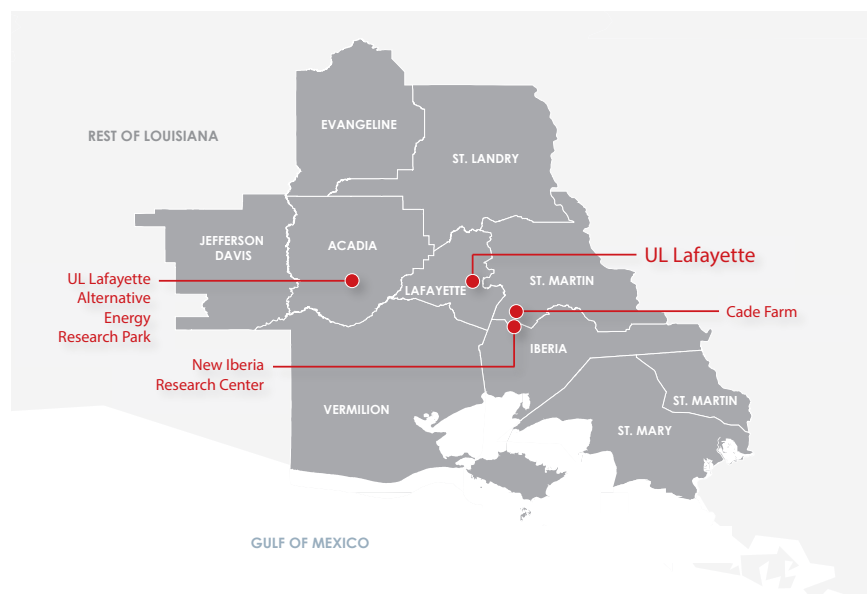
- College of the Arts,
- B.I. Moody III College of Business Administration,
- College of Education,
- College of Engineering,
- College of Liberal Arts,
- College of Nursing and Allied Health Professions,
- Ray P. Authement College of Sciences,
- University College, and
- Graduate School.

With strengths in life sciences; computer science and digital media; engineering; energy; coastal and water resource management; advanced materials and manufacturing; and nursing, UL Lafayette is one of the state's top research institutions, ranking third in annual research spending. Louisiana State University and Tulane University are first and second, respectively.

Cajun and French Cultures

Acadiana was settled initially by Native American tribes, including the Attakapas and Chitimacha. Settled in the 18th century by French-speaking Acadians who had been expelled by the British from what is now Nova Scotia, Acadiana holds a special place in the francophone history and cultures of Louisiana and of the United States, and is still a vibrant center of Cajun and Creole cultures. Settlers from Great Britain and Germany also contributed to the region's development and culture.

Figure 1. Map of Acadiana's and UL Lafayette's primary locations

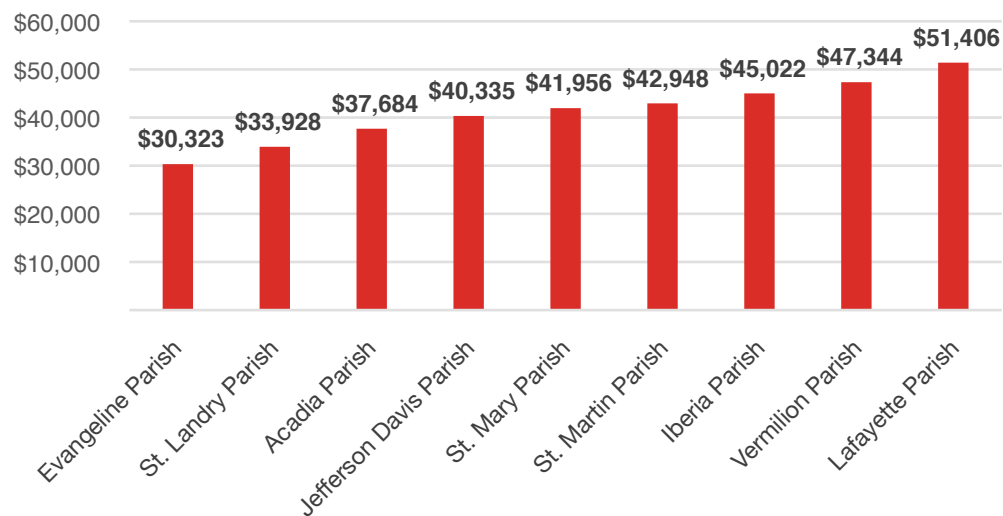


A demographic profile

In 2014, the population of Acadiana totaled more than 678,000, an increase of approximately 7 percent since 2000. The City of Lafayette, with a population of about 126,000 in 2014, was the region's largest municipality.

In 2014, the median household income (MHI) in Acadiana was \$43,887 – 97.5 percent of the statewide MHI for Louisiana. The overall MHI for Acadiana, however, masks considerable variation within the region. As Figure 2 shows, the MHI at the parish level ranged from \$30,323 in Evangeline Parish to \$51,406 in Lafayette Parish.

Figure 2. Median household income (in 2014 inflation adjusted dollars), by parish, 2014

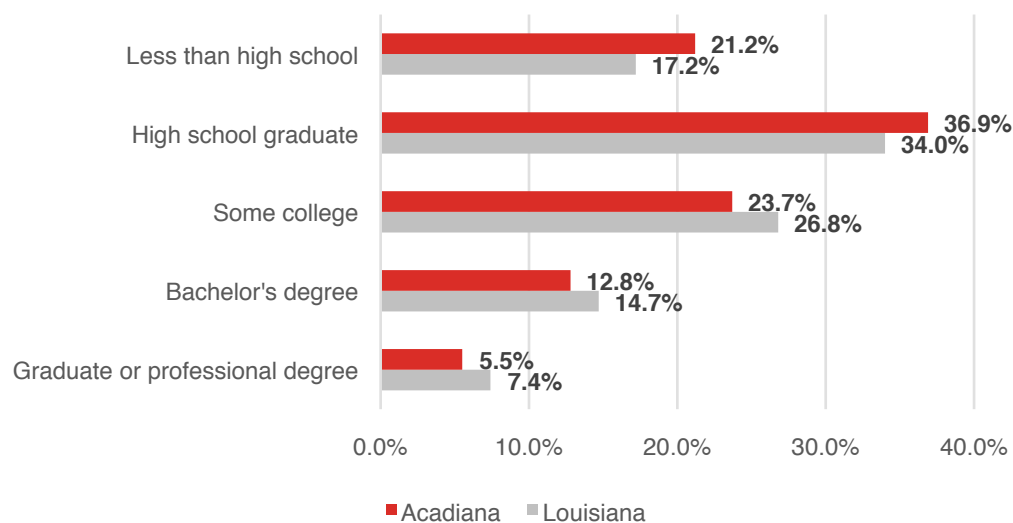


Source: American Community Survey (ACS) 2010-2014 (5-Year Estimates); U.S. Census Bureau; Social Explorer

Low incomes in much of Acadiana are due, in part, to its low cost of living and to its particular mix of industries. They are also due to relatively low levels of educational attainment. As Figure 3 shows, Acadiana lags behind Louisiana as a whole in terms of the percentage of its residents age 25 and older who hold at least a bachelor's degree, or who have had at least some education beyond high school. Also, the percentage of residents age 25 and older who have not completed high school is higher in Acadiana than it is for the state.



Figure 3. Percentage of Acadiana and Louisiana residents age 25 and older by level of educational attainment, 2014



Source: ACS 2010-2014 (5-Year Estimates); U.S. Census Bureau; Social Explorer

Louisiana's and Acadiana's economies

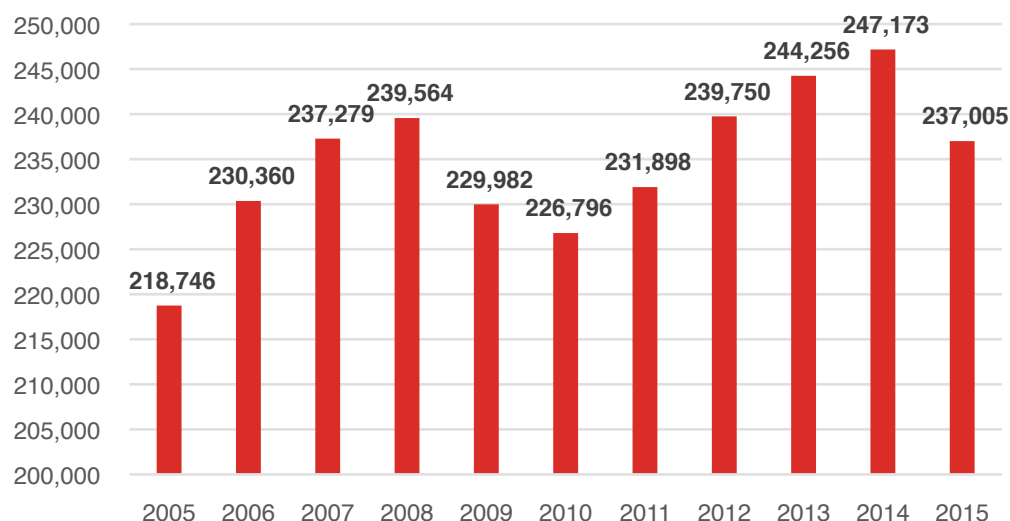
Louisiana had just begun to recover from the devastation caused by Hurricanes Katrina and Rita in 2005 when its economy was hit in quick succession by the Great Recession of 2008 and the 2010 Deepwater Horizon oil spill. Between 2008 and 2010, average annual private payroll employment⁷ in Louisiana declined by 3.9 percent, reflecting a loss of more than 60,000 jobs. Since 2010, however, the state's economy has steadily recovered. Between 2010 and 2015, Louisiana gained nearly 139,500 private payroll jobs, an increase of 9.4 percent.

Acadiana's economy generally followed the same path as the state's during the past decade. It recovered more quickly after the hurricanes in 2005 than did the state, and the decline in private payroll jobs during the recession was not quite as severe, 3.0 percent between 2008 and 2010.

From 2010 through 2015, average annual private payroll employment in Acadiana rose by 4.5 percent (Figure 4). There was a sharp downturn in the region's oil industry between 2014 and 2015; the region lost more than 10,000 private-sector jobs.

7. As used here, "private payroll employment" is the number of people working either full- or part-time for private-sector employers in jobs for which they are paid a salary or an hourly wage. It does not include federal, state or local government employees or self-employed workers and small business owners who pay themselves out of net revenues but do not formally draw a salary. "Average annual" employment is the number of such workers in Acadiana as reported each month by the Bureau of Labor Statistics, averaged over the calendar year.

Figure 4. Average annual private payroll employment in Acadiana, 2005 – 2015



Source: Quarterly Census of Employment and Wages; U.S. Bureau of Labor Statistics

Acadiana's relatively strong performance during most of this period is also evident in data on workers' earnings. From 2005 through 2015, average annual earnings per private-sector worker rose from \$33,525 to \$46,516, an increase of 38.8 percent.

Despite the downturn that began in 2014, the vitality of Acadiana's economy still depends to a great extent on its strength in several key sectors. As Figure 5 shows, in 2015:

- health care and social services accounted for 14.5 percent of all private payroll employment;
- hotels, restaurants, the arts, entertainment and recreation accounted for 11.6 percent of all private payroll jobs;
- manufacturing accounted for 10.6 percent of all private payroll jobs;

Figure 5. Industry shares of average annual private payroll employment in Acadiana, 2015



Source: Quarterly Census of Employment and Wages; U.S. Bureau of Labor Statistics



- oil, gas and other extractive industries accounted for 9.2 percent of all private payroll employment; and
- professional and technical services accounted for 5.0 percent of all private payroll jobs.

These five sectors, which employ many UL Lafayette graduates, accounted for about 98 percent of all private payroll job growth in Acadiana from 2005 through 2015.

Acadiana's extractive industries will eventually recover and remain an important part of the region's economy. Nevertheless, their recent difficulties highlight the importance of diversifying the region's economy, developing new sources of high-quality employment, and ensuring that Acadiana residents can gain the knowledge and skills they will need to take advantage of opportunities a changing economy will offer. UL Lafayette's commitment to helping Acadiana and its residents create an economy in which prosperity is widely shared and sustainable is as important today as it has ever been.



Part Two

The Impact of UL Lafayette
as an Enterprise

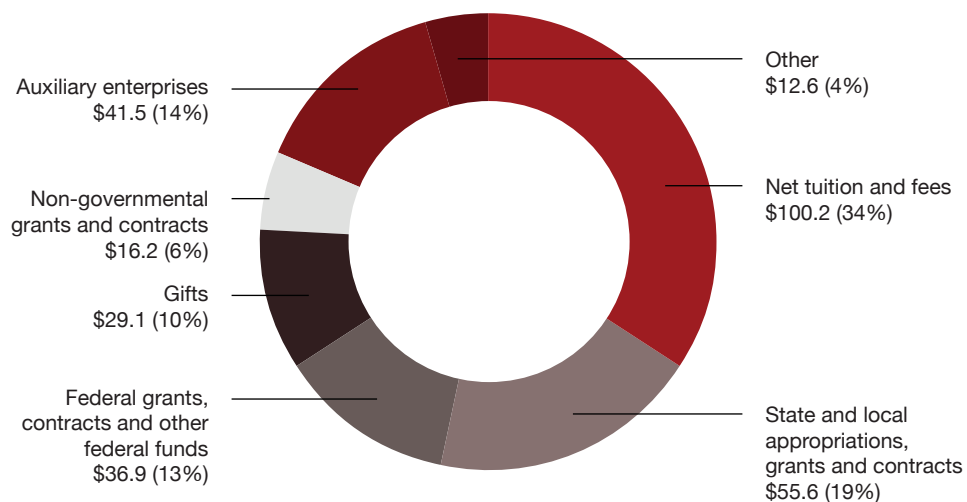
As a major enterprise in its own right, the University of Louisiana at Lafayette contributes in several ways to the economic vitality of Lafayette Parish, Acadiana and Louisiana. It is a major employer, a buyer of goods and services from local businesses, and undertakes many major construction projects. UL Lafayette also contributes to the economies of the parish, region and state through off-campus spending by students and visitors to the University. The following information addresses the University's impact in each of these areas.

University Revenues

In fiscal year 2015, the University of Louisiana at Lafayette's revenues totaled about \$292.1 million. As Figure 6 shows:

- net tuition and fees (\$100.2 million) accounted for 34.3 percent of all revenues;
- state and local appropriations, grants and contracts (\$55.6 million) accounted for 19.0 percent;
- auxiliary enterprises (\$41.5 million) for 14.2 percent;
- federal grants, contracts and other federal funds (\$36.9 million), 12.6 percent;
- gifts, including capital gifts (\$29.1 million), 10.0 percent;
- non-governmental grants and contracts (\$16.2 million), 5.5 percent; and
- other sources, including earnings from investments, accounted for the remaining 4.3 percent (\$12.6 million).

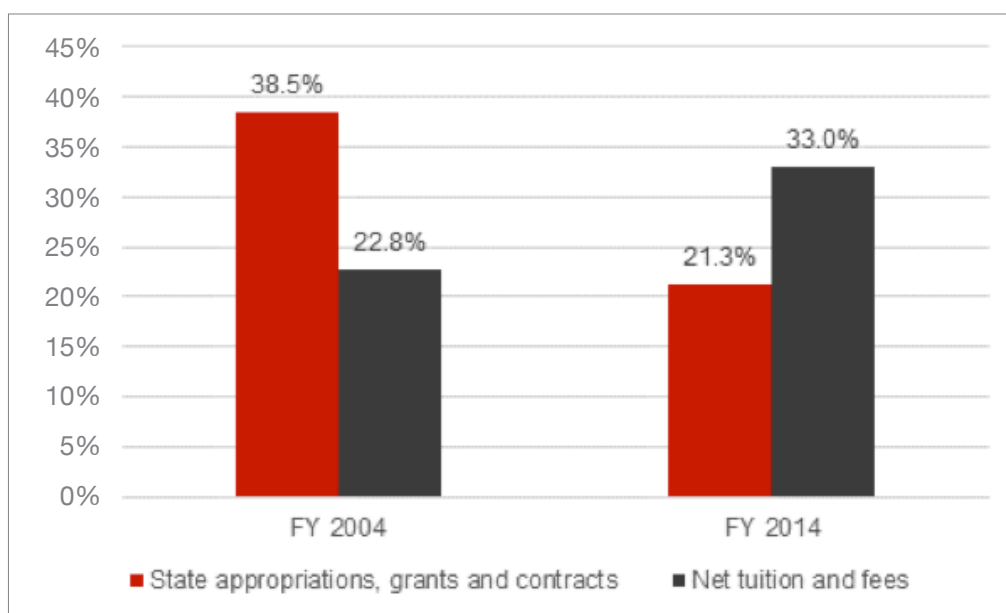
Figure 6. UL Lafayette revenues by source, FY 2015 (in \$ millions)



During the past decade, UL Lafayette has seen several significant changes in the mix of revenues that support its operations. Student tuition and fees have replaced state funding as the University's leading source of revenues. Between fiscal year 2004 and fiscal year 2014, revenue from tuition and fees rose from \$39.5 million to \$83.2 million, an increase of \$43.7 million. During the same period, state funding fell from \$66.8 million to \$53.8 million, a net decline of nearly \$13 million. The related percentage changes are shown in Figure 7.

UL Lafayette has also made notable progress in recent years in increasing its income from philanthropy. In fiscal year 2015, the University received \$20 million in gifts and pledges, of which about \$15.7 million was used for scholarships, faculty support, program support, construction, equipment and renovation.

Figure 7. Change in selected revenue sources as a share of total revenues, FY 2004 – FY 2014



Source: IPEDS; U.S. Department of Education; Institute of Education Sciences, National Center for Education Statistics

UL Lafayette as an Employer

At the beginning of fiscal year 2015, the University of Louisiana at Lafayette directly employed 1,919 people, excluding graduate assistants, of whom 91.7 percent worked full-time. It employed 615 part-time graduate students as research and teaching assistants, for a total of 2,534 employees. In fiscal year 2015, UL Lafayette paid a total of \$99.3 million in salaries and wages, including wages paid to graduate assistants.

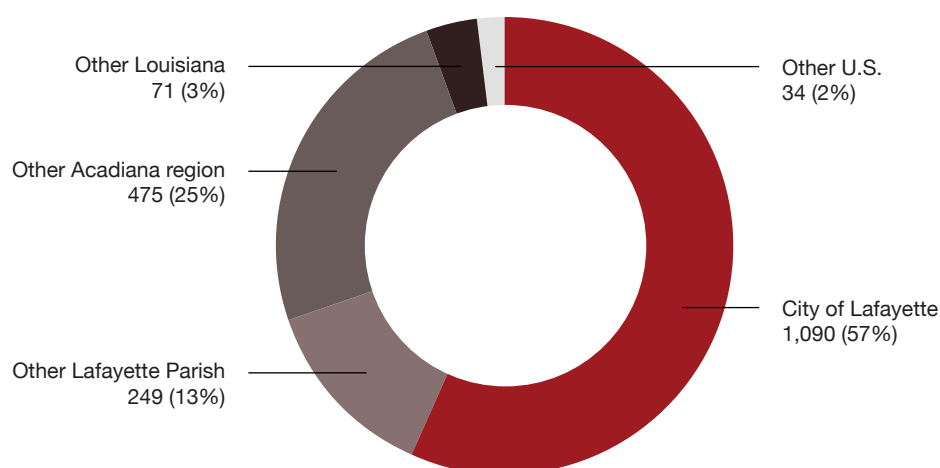
Based on employment data published by One Acadiana, if UL Lafayette were a private enterprise, it would have ranked as Acadiana's third-largest private employer in 2015, behind Lafayette General Medical Center and Opelousas General Health System, respectively.

Where UL Lafayette employees live

As Figure 8 shows, at the beginning of fiscal year 2015, 1,885 non-student employees of UL Lafayette (98.2 percent of all non-student employees) were Louisiana residents. This total included 1,090 (56.8 percent) who lived in the City of Lafayette, 249 (13.0 percent) who lived elsewhere in Lafayette Parish, and 475 (24.8 percent) who lived elsewhere in Acadiana.

In fiscal year 2015, salaries and wages paid by UL Lafayette to employees living in Louisiana, including graduate assistants, totaled \$96.2 million, which was 96.9 percent of the University's total payroll. About \$2.6 million in wages and salaries was paid to employees who are residents of other states.

Figure 8. UL Lafayette non-student employees by place of residence, beginning of FY 2015



Diversity and types of employment at UL Lafayette

The University of Louisiana at Lafayette offers a variety of jobs. As shown in Figure 9, at the beginning of fiscal year 2015, faculty accounted for 38.4 percent of total non-student employment, administrative and other professionals for 30.1 percent, clerical and support staff for 29.0 percent, non-faculty research staff for 1.5 percent, and temporary staff for 1.1 percent.

In fiscal year 2015, the average annual salary for full-time, full-year employees at the University of Louisiana at Lafayette was \$55,755.

As Figure 10 shows, UL Lafayette is notable for the diversity of its workforce.

Figure 9. UL Lafayette non-student employment by occupation, beginning of FY 2015

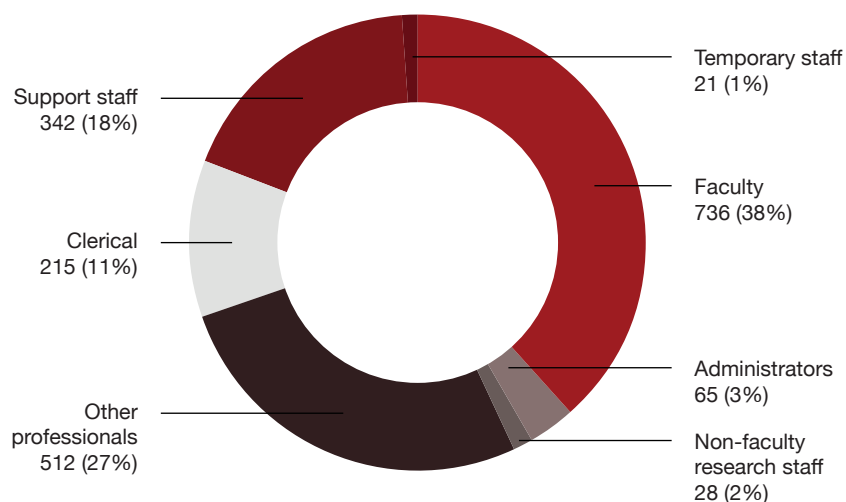
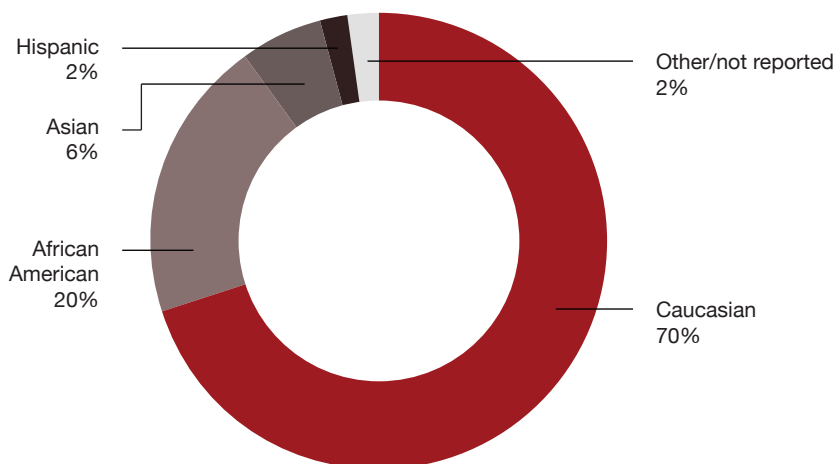


Figure 10. UL Lafayette full-time employment by race/ethnicity





The Impact of Purchasing and Construction

In addition to the people it employs directly, the University of Louisiana at Lafayette generates jobs in Louisiana through its purchases of goods and services from in-state businesses and through construction and renovation of its facilities.

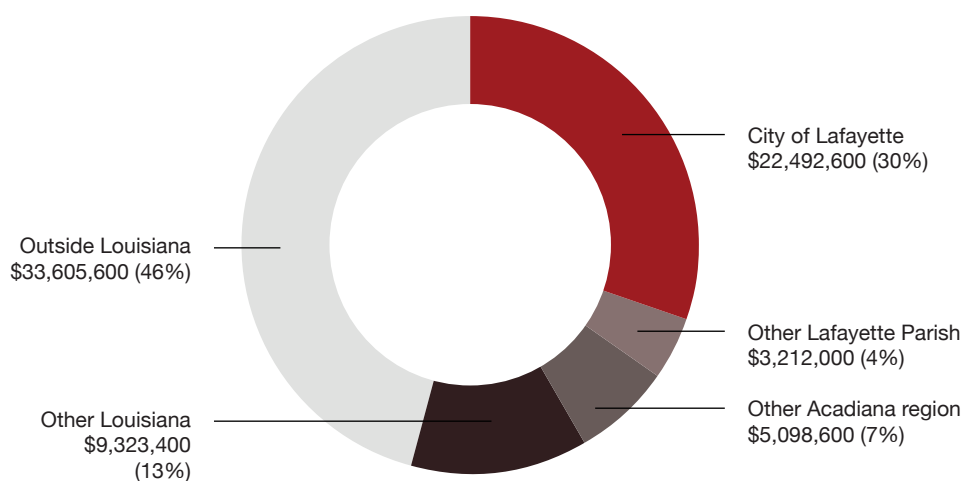
Purchases of goods and services

In fiscal year 2015, the University of Louisiana at Lafayette spent about \$73.7 million on the purchase of goods and services, excluding construction. Of this total, as shown in Figure 11:

- \$40.1 million (54.4 percent of total purchasing) was paid to businesses in **Louisiana**,⁸ including
- \$30.8 million (41.8 percent) paid to businesses in **Acadiana**, including
- \$25.7 million (34.9 percent) paid to businesses in **Lafayette Parish**.

8. For purposes of calculating the local economic impact of University of Louisiana at Lafayette spending, employee health insurance is treated as a purchased service and allocated according to employees' places of residence.

Figure 11. UL Lafayette purchasing by location of vendor, FY 2015



Leading categories of goods and services purchased from businesses in Louisiana during fiscal year 2015 are shown in Table 1. Together these categories account for \$33.5 million of the \$40.1 million paid to Louisiana businesses in fiscal year 2015.

Using the IMPLAN input-output economic modeling system, a modeling tool commonly used in economic impact analyses, we estimate that in

fiscal year 2015, UL Lafayette's purchases of goods and services directly supported:

- 285 FTE jobs in **Louisiana**, with wages totaling \$14.0 million, including
- 235 FTE jobs in **Acadiana**, with nearly \$11.2 million in wages, including
- 196 FTE jobs in **Lafayette Parish**, with nearly \$9.6 million in wages.

UL Lafayette purchased \$33.3 million in goods and services from suppliers elsewhere in the U.S., directly supporting hundreds of FTE jobs in other states.

Table 1. Leading categories of goods and services purchased from Louisiana companies, FY 2015

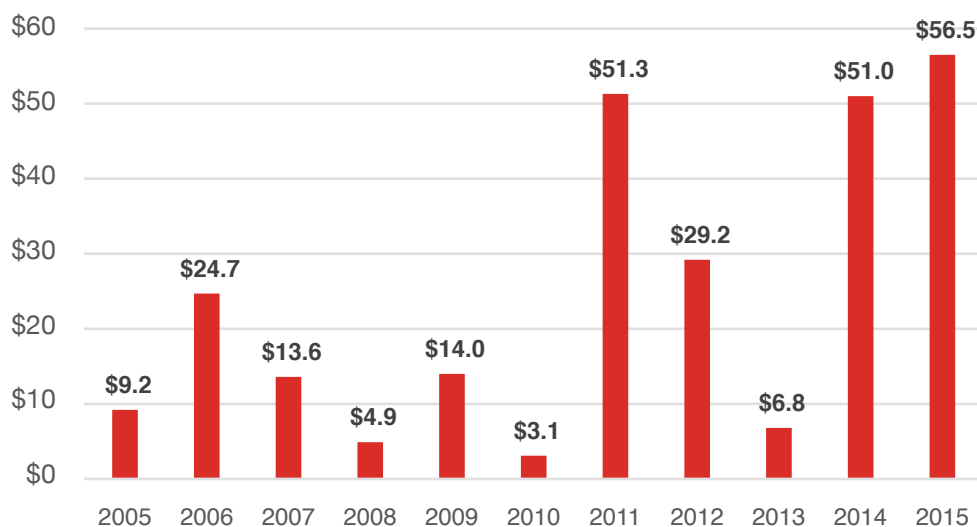
Commodity or service	Payments to Louisiana companies in FY 2015
Employee health care	\$13,478,500
Food services	\$4,872,800
Insurance	\$4,020,100
Electricity	\$2,800,200
Miscellaneous operating services	\$2,227,700
Maintenance and repair services	\$2,135,700
Professional services	\$1,782,200
Utilities (other than electricity)	\$953,400
Equipment rentals	\$679,700
Food	\$559,600
TOTAL	\$33,509,900

Construction

The University of Louisiana at Lafayette generates jobs for Lafayette Parish companies through its investment in University facilities. Between fiscal year 2005 and fiscal year 2015, as shown in Figure 12, UL Lafayette invested a total of \$264.3 million in construction of campus facilities and renovation of existing ones.

In fiscal year 2015, UL Lafayette spent about \$56.5 million on construction and renovation of campus facilities, all of which was paid to contractors in Lafayette Parish. Using IMPLAN, we estimate that in fiscal year 2015, construction spending by the University directly supported 424 FTE jobs in Lafayette Parish, with wages totaling nearly \$30.1 million.

Figure 12. UL Lafayette construction spending, FY 2005 – FY 2015 (in \$ millions)



Indirect and Induced Effects

Using IMPLAN, we can also estimate the indirect and induced, or “multiplier”, effects of spending by the University, which is economic activity resulting from:

- spending within Louisiana by local suppliers and contractors from whom UL Lafayette buys goods and services, including construction (the indirect effect), and
- household spending within Louisiana by UL Lafayette employees, and by employees of the University’s suppliers and contractors (the induced effect).

We can also estimate that in fiscal year 2015, spending by UL Lafayette on payroll, purchasing and construction indirectly accounted for:

- 876 FTE jobs in **Louisiana**, with earnings totaling \$40.1 million, and
- \$110.7 million in statewide economic output.

In Acadiana, UL Lafayette spending in fiscal year 2015 indirectly supported:

- 803 FTE jobs in **Acadiana**, with earnings totaling \$36.8 million, and
- \$101.4 million in economic output in Acadiana.

At the local level, UL Lafayette spending in fiscal year 2015 indirectly supported:

- 717 FTE jobs in **Lafayette Parish**, with earnings totaling nearly \$33.9 million, and
- \$91.5 million in economic output in Lafayette Parish.

Total Impact of UL Lafayette Spending

Taking into account the number of people employed by the University of Louisiana at Lafayette and their wages and salaries, the direct impact of UL Lafayette's payments to local suppliers and contractors, and the indirect and induced impact of the University's spending on payroll, purchasing and construction, using IMPLAN, we estimate that in fiscal year 2015, University spending on operations directly and indirectly supported:

- 3,504 FTE jobs in **Louisiana**, with earnings totaling nearly \$183.6 million,

- \$304.5 million in statewide economic output,
- 3,380 FTE jobs in **Acadiana**, with earnings totaling nearly \$177.5 million,
- \$286.4 million in regional economic output,
- 3,255 FTE jobs in **Lafayette Parish**, with earnings totaling \$172.9 million, and
- \$271.7 million in economic output in Lafayette Parish.

Table 2 summarizes the total impact of UL Lafayette's spending on payroll, purchasing and construction in Louisiana, Acadiana and Lafayette Parish in fiscal year 2015.

Table 2. Direct, indirect and induced impacts of UL Lafayette spending in Louisiana, Acadiana, and Lafayette Parish, FY 2015 (jobs in FTE)

	Direct spending impact		Indirect and induced effects		Total impact
	Employment/ Payroll	Purchasing/ Construction	Employee spending	Vendor/ contractor spending	
Louisiana					
Jobs	1,919	709	486	390	3,504
Wages	\$99,333,600	\$44,119,900	\$20,571,400	\$19,565,800	\$183,590,800
Output	\$99,333,600	\$94,430,400	\$59,244,800	\$51,493,700	\$304,502,500
Acadiana					
Jobs	1,919	658	462	341	3,380
Wages	\$99,333,600	\$41,285,300	\$19,589,900	\$17,244,500	\$177,453,300
Output	\$99,333,600	\$85,643,400	\$56,280,100	\$45,162,500	\$286,419,600
Lafayette Parish					
Jobs	1,919	619	395	322	3,255
Wages	\$99,333,600	\$39,678,300	\$17,315,400	\$16,572,700	\$172,900,000
Output	\$99,333,600	\$80,876,500	\$48,490,300	\$43,016,400	\$271,716,800



The Cajundome: Impact of an Affiliated Enterprise

The Cajundome, a 13,500-seat multipurpose arena on the University's campus, is Acadiana's leading sports, entertainment and meeting venue. Built in 1985 at a cost of \$64 million, financed jointly by the state and the city, it was expanded in 2002 with the addition of a Convention Center with over 37,000 square feet of meeting and exhibition space. The facility is owned by UL Lafayette, operated by the Cajundome Commission and governed by a five-member board. Because the Cajundome is a separate entity, we present its impact separately here, but also treat its impact as part of the overall impact of the University.

In fiscal year 2015, the Cajundome Commission's expenditures totaled \$9.38 million. Taking into account its direct, indirect and induced impact, we estimate that in fiscal year 2015, the Cajundome's operations directly and indirectly supported:

- 194 FTE jobs in **Louisiana**, with earnings totaling nearly \$7.5 million, and
- nearly \$13.3 million in statewide economic output.

The Cajundome's operations directly and indirectly supported:

- 187 FTE jobs in **Acadiana**, with earnings totaling \$7.1 million, and
- \$12.1 million in regional economic output.

The Cajundome's operations directly and indirectly supported:

- 178 FTE jobs in **Lafayette Parish**, with earnings totaling nearly \$6.8 million, and
- \$11.0 million in economic output in Lafayette Parish.

The Cajundome is home of Louisiana Ragin' Cajuns men's and women's basketball. It is used for other sports events, UL Lafayette and high school commencements, and concerts. The Cajun Heartland State Fair, an 11-day event that annually draws about 175,000 people, sets up adjacent to the Cajundome.

Every two years, the Cajundome and Convention Center host the Louisiana Gulf Coast Oil Expo. Over three days in 2015, LAGCOE drew 16,400 industry representatives to Lafayette. Participants came from 49 U.S. states and 33 other countries.

Contributing to State and Local Government Revenues

Despite its tax-exempt status, UL Lafayette contributes in several ways to state and local government revenues. As shown in Table 3, the University directly paid more than \$3.5 million to state and local governments during fiscal year 2015. This total included:

- nearly \$2.9 million in state income taxes withheld from salaries and wages of University employees;
- \$140,396 in unemployment insurance; and
- \$509,711 in state and local sales taxes.

Table 3. State and local government revenues directly attributed to UL Lafayette, FY 2015

Type of revenue	Amount
State income taxes withheld	\$2,895,280
Unemployment insurance taxes	\$140,396
State and local sales taxes	\$509,711
TOTAL	\$3,545,387

The Impact of Student and Visitor Spending

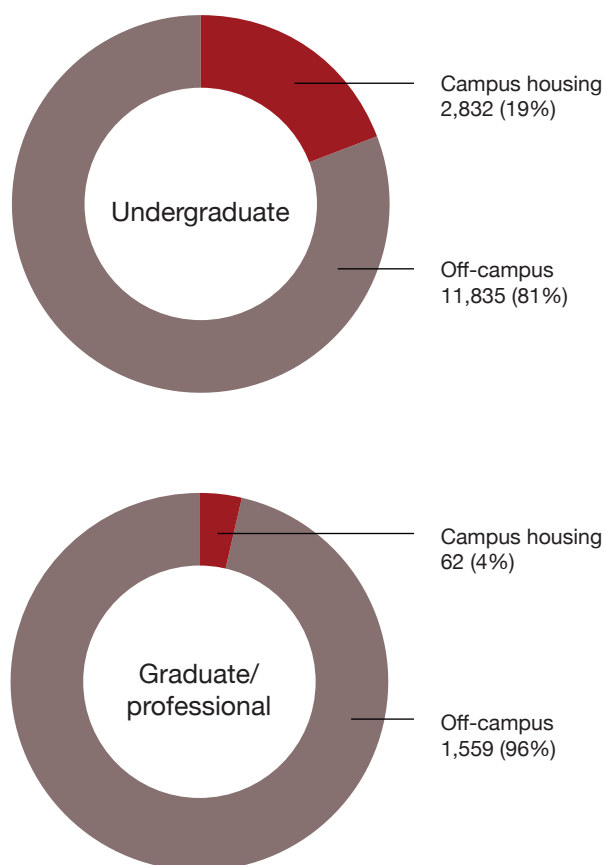
The University of Louisiana at Lafayette generates jobs and economic activity through off-campus spending by UL Lafayette students and visitors to UL Lafayette.

The impact of student spending

At the beginning of fiscal year 2015, 14,667 degree-seeking undergraduate students and 1,621 graduate students were enrolled at UL Lafayette. About 73 percent of all degree-seeking undergraduate students and 75 percent of all graduate students came to the University from outside Lafayette Parish. Approximately 44 percent of all degree-seeking undergraduates and 60 percent of all graduate students came from outside of Acadiana. About 10 percent of all degree-seeking undergraduate students and 41 percent of all graduate students came from outside of Louisiana.

The impact of student spending is, in part, determined by whether students live in University-owned housing, or off campus in Lafayette or surrounding communities. As shown in Figure 13, at the beginning of fiscal year 2015, 19.3 percent of all degree-seeking undergraduate students and 3.8 percent of all graduate students lived in University-owned housing.

Figure 13. UL Lafayette students by type of housing, beginning of FY 2015



Based on data provided by UL Lafayette on the average annual cost of living for students, as shown in Table 4, we estimate that in fiscal year 2015, off-campus spending by students who came to UL Lafayette from outside of Lafayette Parish – for housing, food, books and supplies, transportation, entertainment and other expenses – totaled \$165.4 million. We estimate that off-campus spending by students from outside of Acadiana in fiscal year 2015 totaled \$103.2 million; and off-campus spending by students from outside of Louisiana totaled nearly \$30.8 million.

After netting out wages paid to graduate students who are employed by UL Lafayette, which have already been accounted for in the University's spending on payroll, we estimate that during fiscal year 2015, off-campus spending by students who came to UL Lafayette from outside of Lafayette Parish totaled nearly \$163.5 million. Off-campus spending by students from outside Acadiana totaled nearly \$101.5 million. We estimate that in fiscal year 2015, off-campus spending by students who came to UL Lafayette from outside of Louisiana totaled nearly \$29.4 million.

Table 4. Average annual student off-campus expenditures, FY 2015

Expense	Campus housing	Off-campus
Room and board	–	\$10,773
Books and supplies	\$1,200	\$1,200
Personal expenses and transportation	\$3,264	\$3,937
TOTAL	\$4,464	\$15,910

Using IMPLAN, we estimate that in fiscal year 2015, off-campus spending by students who came to UL Lafayette from outside of Louisiana directly and indirectly supported:

- 366 FTE jobs in **Louisiana**, with earnings totaling nearly \$10.2 million, and
- nearly \$33.1 million in statewide economic output.

Off-campus spending by students who came to UL Lafayette from outside Acadiana directly and indirectly supported:

- 1,003 FTE jobs in **Acadiana**, with earnings totaling nearly \$27.7 million, and
- nearly \$99.3 million in economic output in Acadiana.

Off-campus spending by students who came to UL Lafayette from outside of Lafayette Parish directly and indirectly supported:

- 1,616 FTE jobs in **Lafayette Parish**, with earnings totaling nearly \$44.6 million, and
- nearly \$159.9 million in economic output in Lafayette Parish.

Table 5 summarizes the direct, indirect and induced impacts of off-campus student spending by non-local UL Lafayette students.

Table 5. Direct, indirect and induced impacts of off-campus spending by non-local UL Lafayette students, FY 2015 (jobs in FTE)

	Jobs	Wages	Output
Louisiana			
Direct	295	\$6,871,700	\$23,958,800
Indirect/induced	71	\$3,293,500	\$9,101,800
Total impact in Louisiana	366	\$10,165,200	\$33,060,600
Acadiana			
Direct	799	\$18,349,200	\$73,282,800
Indirect/induced	204	\$9,303,300	\$25,995,300
Total impact in Acadiana	1,003	\$27,652,500	\$99,278,100
Lafayette Parish			
Direct	1,287	\$29,565,300	\$117,995,000
Indirect/induced	329	\$14,985,600	\$41,871,800
Total impact in Lafayette Parish	1,616	\$44,550,900	\$159,866,800

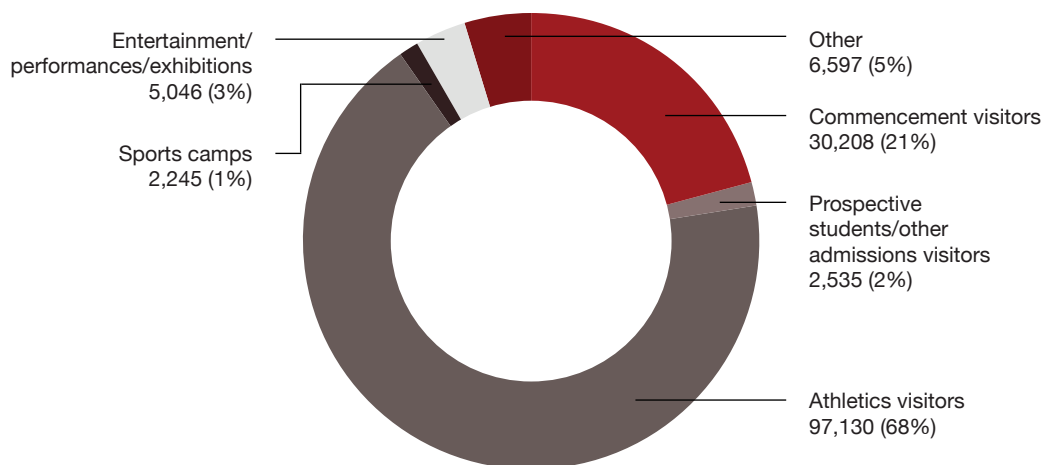
The impact of visitor spending

Off-campus spending by visitors to the University contributes to the vitality of the state, regional and local economies. Based on data compiled by the University, we estimate that during fiscal year 2015, more than 143,760 visitors from outside Acadiana came to the UL Lafayette campus.

Of that total, we estimate that about 52 percent came from elsewhere in Louisiana and 48 percent came from outside Louisiana.

As Figure 14 shows, 67.6 percent of visitors coming to Lafayette from outside Acadiana came for athletic events, including Ragin' Cajuns football games; 21.0 percent were Commencement guests; and 3.5 percent came for performances, exhibitions or other entertainment events. Others came for alumni events, pre-enrollment campus visits, sports camps, conferences or as visiting researchers.

Figure 14. Nonlocal visitors to UL Lafayette by purpose of visit, FY 2015



Based on data obtained from the Louisiana Office of Tourism, we estimate that during fiscal year 2015, visitors from outside Acadiana spent a total of \$52.4 million on off-campus purchases, such as lodging, food, shopping, entertainment, and transportation. At the state level, we estimate that local spending by visitors from outside of Louisiana totaled nearly \$26.9 million in fiscal year 2015.

Using IMPLAN, we estimate that off-campus spending by visitors to UL Lafayette from outside Louisiana directly and indirectly supported:

- 258 FTE jobs in **Louisiana**, with earnings totaling \$9.8 million, and
- \$28.4 million in statewide economic output.

We estimate that off-campus spending by visitors from outside Acadiana directly and indirectly supported:

- 491 FTE jobs in **Acadiana**, with earnings totaling \$17.8 million,
- \$51.7 million in economic impact in Acadiana,
- 475 FTE jobs in **Lafayette Parish**, with earnings totaling \$17.75 million, and
- \$49.7 million in economic impact in Lafayette Parish.

Table 6 summarizes the direct, indirect and induced impacts of off-campus spending by non-local visitors to the University of Louisiana at Lafayette.

Table 6. Direct, indirect and induced impacts of off-campus spending by non-local visitors to UL Lafayette, FY 2015 (jobs in FTE)*

	Jobs	Wages	Output
Louisiana			
Direct	190	\$6,585,300	\$19,620,900
Indirect/induced	68	\$3,241,400	\$8,815,100
Total impact in Louisiana	258	\$9,826,700	\$28,436,000
Acadiana			
Direct	354	\$12,034,900	\$34,307,300
Indirect/induced	137	\$5,784,400	\$17,415,300
Total impact in Acadiana	491	\$17,819,300	\$51,722,600
Lafayette Parish			
Direct	354	\$12,034,900	\$34,307,300
Indirect/induced	121	\$5,719,000	\$15,415,000
Total impact in Lafayette Parish	475	\$17,753,900	\$49,722,300

*Because data was not available at the parish level, the impact of visitor spending in Lafayette Parish is only calculated for visitors who came to UL Lafayette from outside Acadiana. So, the direct impact of visitor spending is the same for Acadiana and Lafayette Parish. However, the indirect and induced impact of spending is slightly different between the two areas and lower in Lafayette Parish.



Total impact of UL Lafayette, student and visitor spending

Taking into account the total direct, indirect and induced impact of spending by UL Lafayette; off-campus spending by students and spending by visitors, we estimate that in fiscal year 2015, UL Lafayette directly and indirectly supported:

- 4,323 FTE jobs in **Louisiana**;
- nearly \$211.1 million in wages and salaries; and
- \$379.3 million in statewide economic output.

Among the nine parishes of Acadiana, spending by the University, students and visitors directly and indirectly supported:

- 5,062 FTE jobs in **Acadiana**;
- nearly \$230.1 million in wages and salaries; and
- \$449.5 million in economic output in Acadiana.

For Lafayette Parish, spending by the University, students and visitors directly and indirectly supported:

- 5,525 FTE jobs in **Lafayette Parish**;
- nearly \$242.0 million in wages and salaries; and
- \$492.3 million in economic output in Lafayette Parish.⁹

9. The actual impact of spending by the University, which includes payroll, purchasing and construction; spending on Cajundome operations; and off-campus spending by students from outside the noted area, is greater at the state level than at the regional or parish level. However, because at the state level we count only the impact of spending by out-of-state students and visitors to UL Lafayette, the reported impact of student and visitor spending is higher at the regional and parish levels than at the state level. As a result of this difference, the combined impact of University, student and visitor spending is also reported higher at the parish and regional levels than at the state level.

These combined impacts in Louisiana, Acadiana and Lafayette Parish are summarized in Tables 7, 8 and 9.

The impact of spending by UL Lafayette, the Cajundome, University students and visitors can be viewed in relationship to the State of Louisiana's contributions to the University's finances in fiscal year 2015. UL Lafayette's total direct, indirect and induced impact on Louisiana's statewide economic output (\$379.3 million) was equivalent to 6.83 times the state's total contribution to University revenues (\$55.6 million) in fiscal year 2015.

Table 7. UL Lafayette's total economic impact in Louisiana, FY 2015 (jobs in FTE)

	Jobs	Wages	Output
Impact of UL Lafayette spending			
Direct	2,628	\$143,453,600	\$193,764,100
Indirect/induced	876	\$40,137,200	\$110,738,500
Subtotal, UL Lafayette spending impact	3,504	\$183,590,800	\$304,502,500
Impact of Cajundome spending			
Direct	155	\$5,774,200	\$8,432,500
Indirect/induced	39	\$1,722,700	\$4,846,800
Subtotal, Cajundome spending impact	194	\$7,497,000	\$13,279,300
Impact of student spending			
Direct	295	\$6,871,700	\$23,958,800
Indirect/induced	71	\$3,293,500	\$9,101,800
Subtotal, student spending impact	366	\$10,165,200	\$33,060,600
Impact of visitor spending			
Direct	190	\$6,585,300	\$19,620,900
Indirect/induced	68	\$3,241,400	\$8,815,100
Subtotal, visitor spending impact	258	\$9,826,700	\$28,435,900
TOTAL IMPACT	4,323	\$211,079,600	\$379,278,300

Table 8. UL Lafayette's total economic impact in Acadiana, FY 2015 (jobs in FTE)

	Jobs	Wages	Output
Impact of UL Lafayette spending			
Direct	2,577	\$140,618,900	\$184,977,000
Indirect/induced	803	\$36,834,400	\$101,442,600
Subtotal, UL Lafayette spending impact	3,380	\$177,453,300	\$286,419,600
Impact of Cajundome spending			
Direct	152	\$5,605,900	\$7,762,500
Indirect/induced	36	\$1,537,000	\$4,364,500
Subtotal, Cajundome spending impact	187	\$7,142,900	\$12,127,000
Impact of student spending			
Direct	799	\$18,349,200	\$73,282,800
Indirect/induced	204	\$9,303,300	\$25,995,300
Subtotal, student spending impact	1,004	\$27,652,500	\$99,278,100
Impact of visitor spending			
Direct	354	\$12,034,900	\$34,307,300
Indirect/induced	137	\$5,784,400	\$17,415,300
Subtotal, visitor spending impact	491	\$17,819,300	\$51,722,600
TOTAL IMPACT	5,062	\$230,068,000	\$449,547,300

Table 9. UL Lafayette's total economic impact in Lafayette Parish, FY 2015 (jobs in FTE)

	Jobs	Wages	Output
Impact of UL Lafayette spending			
Direct	2,538	\$139,011,900	\$180,210,100
Indirect/induced	717	\$33,888,100	\$91,506,700
<i>Subtotal, UL Lafayette spending impact</i>	3,255	\$172,900,000	\$271,716,800
Impact of Cajundome spending			
Direct	148	\$5,467,700	\$7,367,300
Indirect/induced	29	\$1,316,100	\$3,642,800
<i>Subtotal, Cajundome spending impact</i>	178	\$6,783,800	\$11,010,000
Impact of student spending			
Direct	1,287	\$29,565,300	\$117,995,000
Indirect/induced	329	\$14,985,600	\$41,871,800
<i>Subtotal, student spending impact</i>	1,617	\$44,550,900	\$159,866,800
Impact of visitor spending			
Direct	354	\$12,034,900	\$34,307,300
Indirect/induced	121	\$5,719,000	\$15,415,000
<i>Subtotal, visitor spending impact</i>	475	\$17,753,900	\$49,722,300
TOTAL IMPACT	5,525	\$241,988,600	\$492,315,900



Part Three

**Entrepreneurship and
Business Development**

The University of Louisiana at Lafayette has long been a source of the entrepreneurial energy needed to translate ideas, technology and talent into successful businesses. The University contributes in several ways to business development in Louisiana and beyond:

- by helping students acquire the knowledge, skills and experience they need to succeed as entrepreneurs;
- through licensing of technologies first developed at the University;
- through the creation of businesses by faculty, students and graduates; and
- by collaborating with government agencies, other institutions and the private sector in the development of an entrepreneurial ecosystem.

Educating the Next Generation of Entrepreneurs

UL Lafayette provides resources for students who are interested in starting their own businesses. For example, it offers courses in entrepreneurial management, intellectual property law, and entrepreneurship related to music and films.

Students learn firsthand what it takes to start and manage a new business through AcceleRagin', an incubator program of UL Lafayette and the Opportunity Machine that is open to all UL Lafayette students. Each semester, the program features successful entrepreneurs as guest speakers and in panel discussions, and provides assistance to students who are developing their own businesses.

Students also have opportunities for internships or part-time employment with entrepreneurial companies in Acadiana and elsewhere.

Technology Transfer

The University of Louisiana at Lafayette innovates and promotes entrepreneurship by supporting commercialization of technologies first developed in University labs. The University's Office of Research, Innovation and Economic Development formalized its technology transfer program in 2010, and created its Office of Innovation Management in 2013. Since then, the University has made significant progress. From fiscal year 2010 through fiscal year 2016:

- UL Lafayette researchers filed disclosures on 79 inventions with Innovation Management;
- Innovation Management filed 34 patent applications;
- the University was awarded five U.S. patents on technologies developed at UL Lafayette;
- Innovation Management entered into nine licensing or option agreements for commercial use of technologies developed at UL Lafayette; and
- the University received \$206,500 in gross licensing revenues from technologies developed at UL Lafayette.

Innovation Management works with founders of new ventures created to pursue commercial applications of technologies that were developed at the University as well. Examples include the following.

- Cythereal LLC is a Lafayette-based cybersecurity firm founded by a computer science professor at the Center for Advanced Computer Studies.
- Innovation Management is working with Institutional Learning and Assessment Technology LLC on commercialization of instructional technologies developed by faculty and staff members.

Innovation Management is also working with University researchers who are at early stages in the process of commercialization. For instance, a professor of chemistry, and a colleague at another university, have been granted a U.S. patent for the chemical production process used to manufacture ingredients in medicines that treat conditions such as epilepsy, depression and fungal infections. Their method reduces costs and cuts production time by substituting copper for more expensive metals, like palladium and iridium.

Technology transfer activity at the University of Louisiana at Lafayette is shown in Table 10.

Trademark Licensing

UL Lafayette supports local business development by licensing its brand to Louisiana companies. In 2015, for example, the University partnered with Bayou Teche Brewing, a craft brewery in Arnaudville, Louisiana, to launch Ragin' Cajuns™ Genuine Louisiana Ale. Bayou Teche Brewing specializes in beers that complement Cajun and Creole cooking. In May 2016, Ragin' Cajuns™ Genuine Louisiana Ale was named by *Southern Living* magazine as one of the best Southern food products of the year.

In fall 2016, Bayou Teche Brewing and UL Lafayette introduced a second craft beer, Ragin' Cajuns™ Genuine Louisiana Lager.

In 2017, the University announced a partnership with Mello Joy® to sell a custom-blend Ragin' Cajuns™ French Roast Coffee.

Table 10. Technology transfer activity at UL Lafayette, FY 2010 – FY 2016

	2010	2011	2012	2013	2014	2015	2016
Gross licensing income	\$36,000	\$25,000	\$42,000	\$21,000	\$15,000	\$51,000	\$16,500
Invention disclosures	5	8	10	19	9	10	18
New patent applications filed	–	–	2	7	5	8	12
U.S.-issued patents	1	1	1	1	–	–	1
Licenses/options executed	2	–	–	4	1	1	1
Start-up companies formed	1	–	–	–	–	1	1

A Sampling of Companies with University Connections

There are hundreds of businesses employing thousands of people in Louisiana and elsewhere that were started by UL Lafayette alumni, faculty or staff members.

The following examples illustrate the diversity of companies with ties to the University. They range from firms that have been doing business for two generations to some that were established within the past few years and from one-person professional services to national and global companies with more than 1,000 employees.

Stuller Inc. is one of the largest domestic jewelry manufacturers and a leading international wholesale jewelry distributor.

Frank's International is a major provider of oilfield equipment and services in the U.S. and internationally. In 2011, it merged with Frank's Casing. The combined company is one of the largest private-sector employers in Acadiana.

Frugé Aquafarms and Frugé Seafood began with a 20-acre crawfish farm started by two brothers to help pay their way through college. Their business has grown into a major producer and global distributor of crawfish and other seafood.

Saama Technologies is a global provider of data analytics to customers in a range of industries, including life sciences, health care, insurance and consumer products.

Resource Environmental Solutions is one of the nation's leading providers of environmental offsets used to mitigate the impact of government or commercial operations by restoring, enhancing and protecting streams, wetlands and other wildlife habitat.

Null Effects LLC is a special effects, animation and post-production studio for film and television.

Raconteur Games is a game development studio started by a UL Lafayette student with support from AcceleRagin' and the Opportunity Machine.

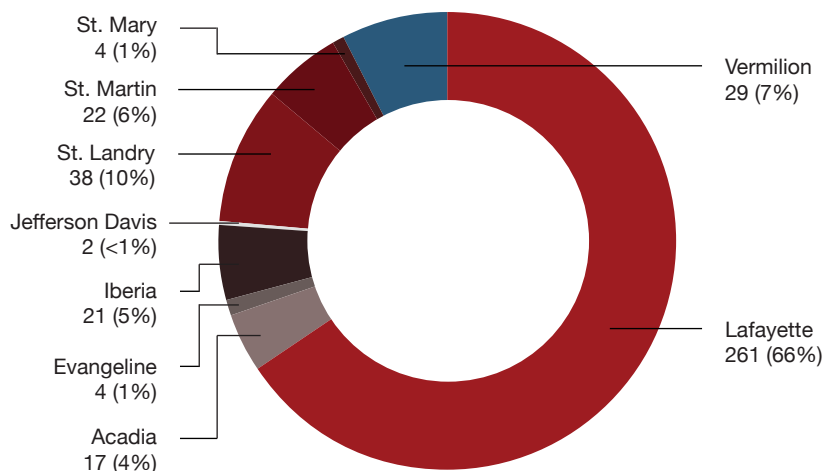
Assisting Businesses Throughout Acadiana and Louisiana

The University supports businesses through the Louisiana Small Business Development Center. LSBDC assisted with 19 business startups in Acadiana in fiscal year 2015, with a total capitalization of more than \$5.5 million. Through its office on the University's campus, it provided counseling services to 398 existing and aspiring Acadiana small business owners in fiscal year 2015.

Figure 15 shows the distribution of these companies across the region's nine parishes.

Also, in 2015, the Louisiana Procurement Technical Assistance Center, on the UL Lafayette campus, helped 1,374 clients obtain 437 contracts with a total value of \$152.63 million. The Center has secured more than \$8.6 billion in government contracts since its creation in 1986.

Figure 15. Number of LSBDC clients by parish, FY 2015



Collaborating in the Creation of an Entrepreneurial Ecosystem

The University of Louisiana at Lafayette collaborates with others on a variety of initiatives that seek to attract innovative businesses from outside the region and to develop such businesses within the region. The following are examples.

Connecting aspiring entrepreneurs

UL Lafayette is a sponsor of Innov8 Acadiana, a volunteer-led program of the Community Foundation of Acadiana that is a “community connector” for aspiring entrepreneurs. Innov8 Acadiana helps them connect with local resources, leaders in the local business community and to each other. It does so through a regular series of informal meetings, workshops on “lean startups,” conferences and other events.

Cajun Code Fest is an annual “code-a-thon” competition, in which teams develop the most user-friendly software tool or app intended to address pressing topics such as aging, childhood obesity and diabetes. Participants can win cash and prizes.

Realizing Acadiana’s Silicon Bayou

UL Lafayette, Louisiana Economic Development, and LEDA are collaborating on a campaign to enhance Acadiana’s reputation as “Silicon Bayou” by attracting technology companies from around the nation and world. A prime result of this campaign occurred in 2014, with decisions by three companies – CGI, Enquero and Perficient – to open offices in Lafayette.

CGI, a Montreal-based company that provides IT services to corporate and government clients in 40 countries, recently moved into a new 50,000-square-foot, \$13 million building in University Research Park. The facility was financed by the State of Louisiana; is owned by Ragin’ Cajun Facilities Inc., a nonprofit organization that supports the University; and is leased to CGI.

Factors cited by CGI as influencing its selection of Lafayette as the location for its new facility include:

- the University's existing strengths in computer science and informatics;
- UL Lafayette's plans to introduce a new master's degree in informatics;
- the University's plans to triple, in the next 10 years, the number of undergraduate degrees awarded annually in computer science; and
- the state's Digital Media and Quality Jobs tax credits.

As of fall 2016, 40 percent of CGI's 250 employees in Lafayette were UL Lafayette graduates, including 50 graduates of the University's School of Computing and Informatics. The company plans to grow to 400 employees.

Silicon Valley-based Enquero, a provider of enterprise software and solutions, and Perficient, a global software and consulting company based in St. Louis, cited similar factors in their selection of Lafayette as the site for new software development centers. Enquero expects to employ 350 people at its new facility by the end of 2017. Perficient, which moved into newly renovated space in downtown Lafayette in April 2016, expects to employ 245 people by 2020. Both companies have committed to work with UL Lafayette to strengthen and continually update the University's curriculum and to provide internships and other opportunities for students.



By 2020, these three companies combined could employ nearly 1,000 people in Lafayette in highly skilled jobs, with a combined payroll of about \$60 million. This total number of employees is expected to grow to about 1,600.



Providing Safety Training for Energy and Transportation Workers

In spring 2016, UL Lafayette announced an agreement with Falck Safety Services of Denmark, one of the world's leading providers of safety training, to expand safety training for workers in the region's energy and transportation industries. Falck training operations will be conducted at the former Marine Survival Training Center near Lafayette Regional Airport.

Combining Falck's and the University's capabilities is expected to increase the number of people who can be trained at the site from an average of about 60 workers per week to an average of about 180. It will further enhance Acadiana's reputation as a leading center of expertise in marine and oilfield safety.



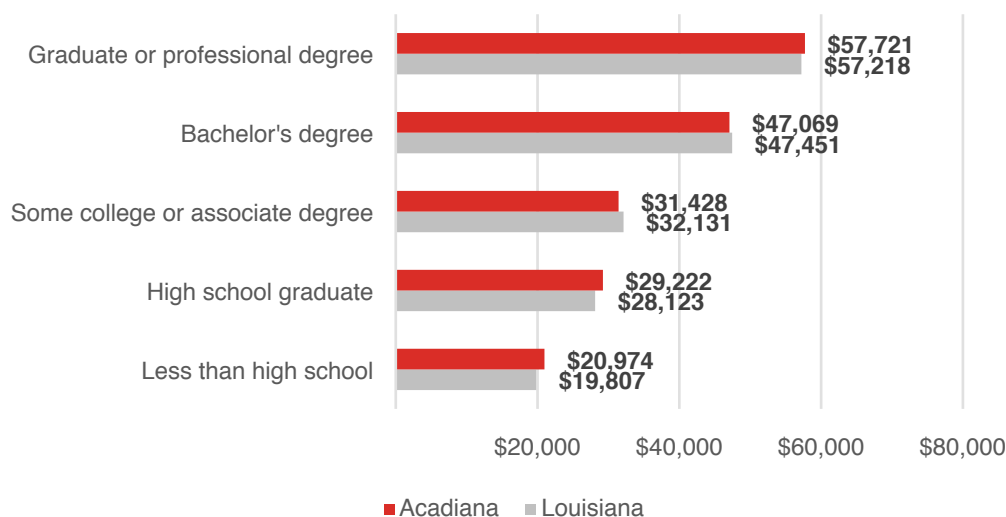
Part Four

Developing Louisiana's
Human Capital

Human capital – the totality of knowledge, skills and experience accumulated over time by a community’s or a region’s workforce – contributes to whether cities, regions and states flourish or falter economically. Human capital can be especially critical in determining how quickly regions can adapt to changes in the broader economic environment.

One of the most important measures of human capital is the level of education achieved by a region’s residents. Workers with college degrees earn significantly more than those with a high school education or less. As derived from data shown in Figure 16, the median annual earnings of Acadiana residents age 25 and older who had completed four-year college degrees were over 61 percent higher in 2014 than the median earnings of those with a high school diploma. The median earnings of those with graduate or professional degrees were about 97.5 percent higher than the earnings of those with a high school education.

Figure 16. Median earnings by educational attainment for Acadiana and Louisiana residents age 25 years and older, 2014



Source: ACS 2010-2014 (5-year estimates); U.S. Census Bureau; Social Explorer and Appleseed estimates

The economic benefits of higher education are not limited to those who earn degrees. A study published by the Milken Institute in 2013 found that in U.S. metropolitan areas, increasing employed workers' average years of schooling by one year increased regional GDP per capita by 10.5 percent and increased average real wages by 8.4 percent.

Higher education was found to have an even greater impact than education generally. Adding one year of postsecondary schooling to the educational attainment of workers who already had a high school diploma increased average GDP per capita by 17.4 percent and average real wages by 17.8 percent.¹⁰

10. Ross de Vol et al, A Matter of Degrees: The Effect of Educational Attainment on Regional Economic Prosperity, The Milken Institute, February 2013, p.1.

Workers without college educations also benefit from spillover effects of higher educational attainment that occur in communities where college graduates live and work. Economist Enrico Moretti, at the University of California, Berkeley, has shown that “the earnings of a worker with a high school education rise by about 7 percent as the share of college graduates in his [metropolitan area] increases by 10 percent.”¹¹

This part of the report addresses UL Lafayette's part in human capital development. It provides some basic data about the University's students and alumni. It also highlights examples of degree programs, co-curricular activities and other learning opportunities that help prepare students to succeed in tomorrow's economy, with emphasis on programs that are well-aligned with the region's leading industries and those that will drive its future economic growth.

11. Enrico Moretti, “Social Returns to Human Capital,” NBER Reporter: Research Summary, spring 2005; and Moretti, The New Geography of Jobs (Houghton Mifflin Harcourt, 2012) p. 100.

Students and Alumni

Total enrollment of 18,796 at UL Lafayette for fall 2014 (fiscal year 2015 official census) included 17,195 for-credit students, as shown in Figure 17. Enrollment included 16,210 degree-seeking and 985 nondegree-seeking students. For-credit enrollment was made up of 15,574 undergraduates and 1,621 graduate students. Table 11 shows total for-credit undergraduate and graduate enrollment by college, school and division.

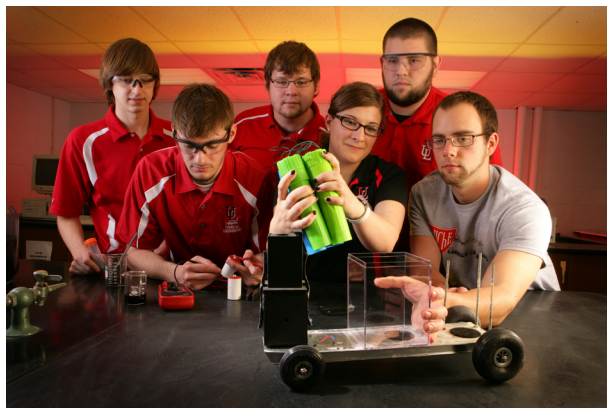


Figure 17. Total for-credit enrollment at University of Louisiana at Lafayette, beginning of FY 2007 – beginning of FY 2015

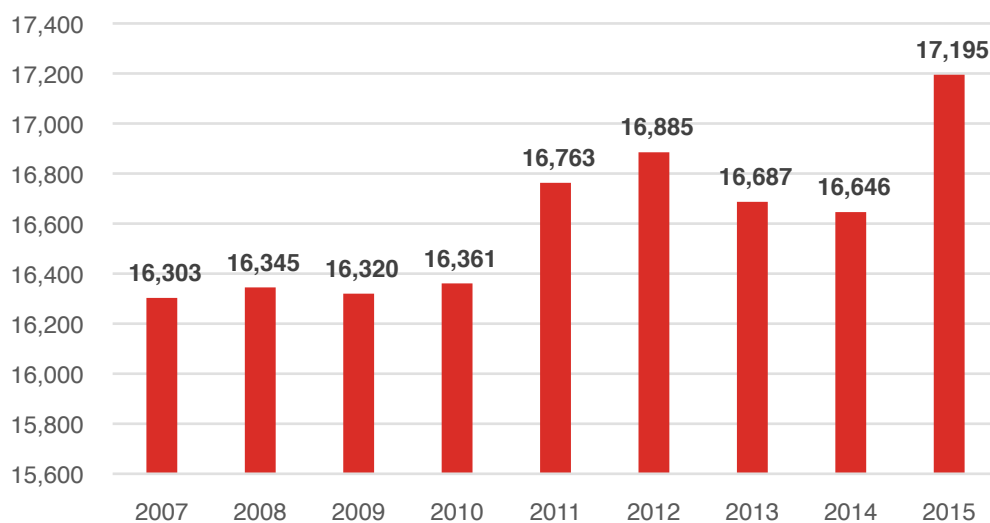




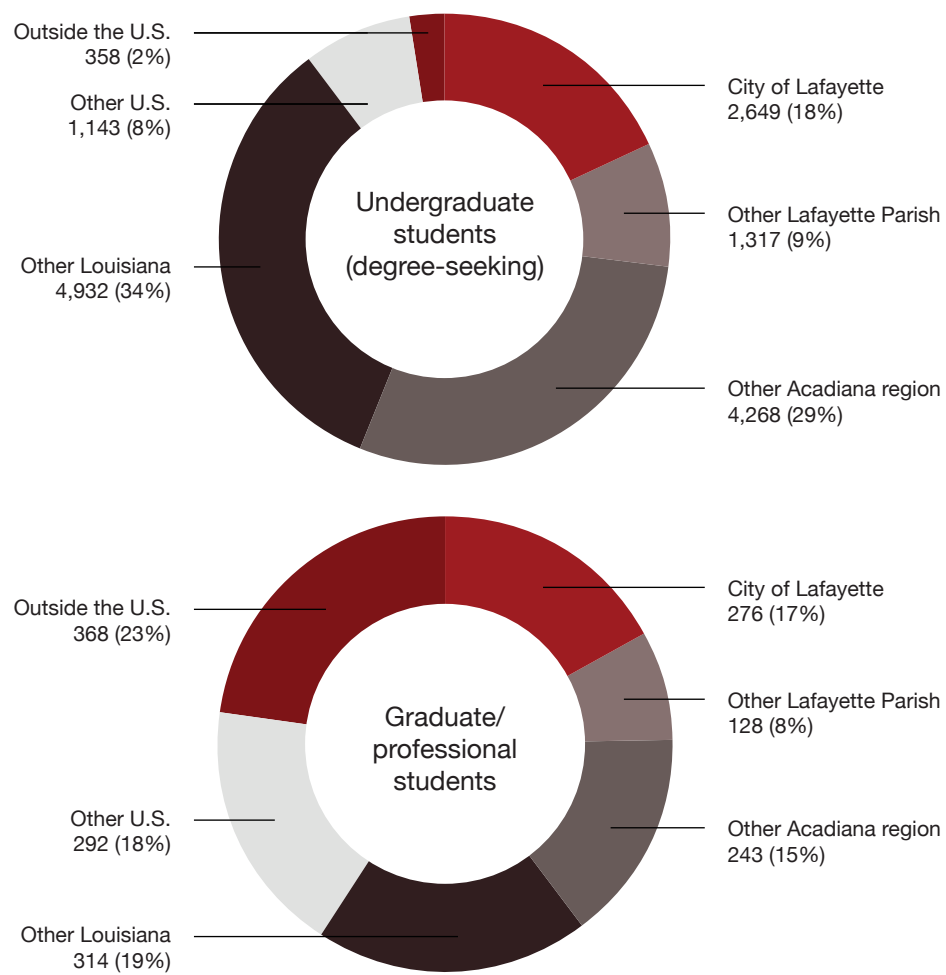
Table 11. Total for-credit enrollment by college/school/division, beginning of FY 2015

College/School	Undergraduate	Graduate/professional
College of the Arts	905	61
B.I. Moody III College of Business Administration	2,102	196
College of Education	2,043	288
College of Engineering	2,501	195
University College	632	–
College of Liberal Arts	2,650	335
College of Nursing and Allied Health Professions	2,067	140
Ray P. Authement College of Sciences	1,767	341
University Connection	907	–
Graduate School	–	65
TOTAL	15,574	1,621

As shown in Figure 18, for fall 2014, 56.1 percent of the total 14,667 degree-seeking undergraduate students were Acadiana residents, while 33.6 percent came from elsewhere in Louisiana. Of all 1,621 graduate students, 40.0 percent were Acadiana residents; 19.4 percent came from elsewhere in Louisiana.

UL Lafayette has also succeeded in attracting students from elsewhere in the U.S. and around the world. Students registered in the beginning of fiscal year 2015 came to UL Lafayette from 52 U.S. states and territories and from 84 countries.

Figure 18. Enrollment by student's permanent address, beginning of FY 2015



As shown in Figure 18, 10.2 percent of all degree-seeking undergraduate students at the beginning of fiscal year 2015 were from outside Louisiana, including 7.8 percent from elsewhere in the U.S. and 2.4 percent from outside of the U.S. At the graduate level, 41 percent were attracted to UL Lafayette from outside Louisiana, including 18.0 percent from elsewhere in the U.S., and 22.7 percent from outside the U.S.

As derived from data shown in Figure 19, of these degrees:

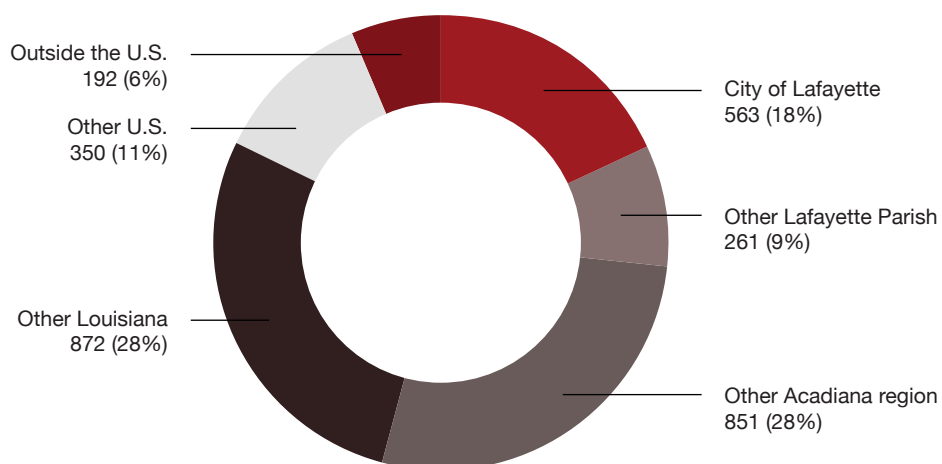
- 54.2 percent were awarded to Acadiana residents,
- 28.2 percent to other Louisiana residents,
- 11.3 percent to residents of other U.S. states, and
- 6.2 percent to international students.

Degrees awarded

During fiscal year 2015, UL Lafayette awarded 3,089 undergraduate and graduate degrees, including:

- 2,542 bachelor's degrees;
- 456 master's degrees;
- 48 doctoral degrees; and
- 43 post-baccalaureate and graduate certificates.

Figure 19. Number of UL Lafayette degrees awarded by student's permanent address, FY 2015



As of fiscal year 2015, UL Lafayette had awarded a cumulative total of 119,029 degrees and certificates since the University was founded in 1898, including:

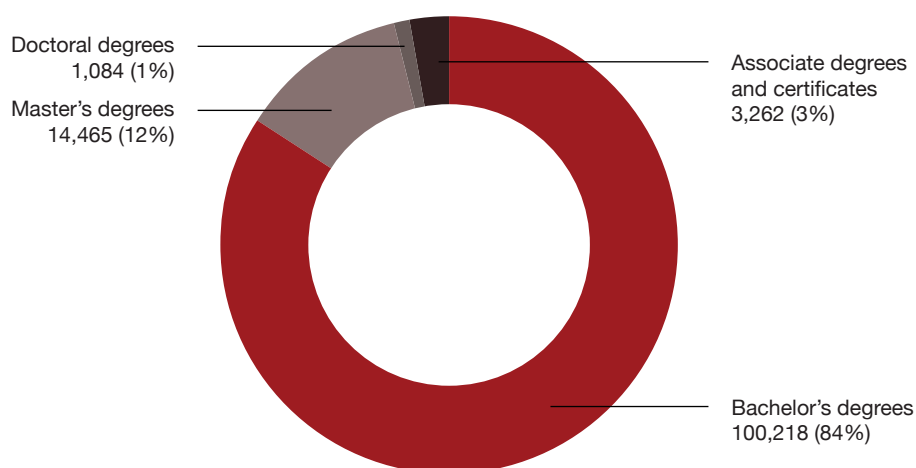
- 100,218 bachelor's degrees;
- 14,465 master's degrees;
- 1,084 doctoral degrees; and
- 3,262 associate degrees and certificates.

During the past decade, UL Lafayette has focused particular attention on increasing graduation rates, especially for underrepresented minority students. In 2015, The Education Trust ranked UL Lafayette 21st among 489 U.S. public colleges and universities for its progress in improving graduation rates among its minority students,

and first in Louisiana. The Education Trust is a national non-profit organization that promotes high achievement for all students, with an emphasis on minority and low-income students. It found that from 2003 through 2013, the University increased its graduation rate for minority students by 12.8 percentage points, from 20.4 to 33.1 percent, along with an overall 5.7 percentage point increase in its graduation rate for all students. The University also reduced the gap in graduation rates between white and minority students by 5 percent, from 17.5 percent to 12.5 percent.¹² It raised its student retention rate from 73.25 percent in 2009 to 76.1 percent in 2015.

12. Education Trust: Rising Tide: Do College Grad Rate Gains Benefit Minority Students? December 2, 2015; Education Trust online data files

Figure 20. Total number of UL Lafayette degrees awarded since founded in 1898, by degree level, as of FY 2015



Where UL Lafayette graduates live

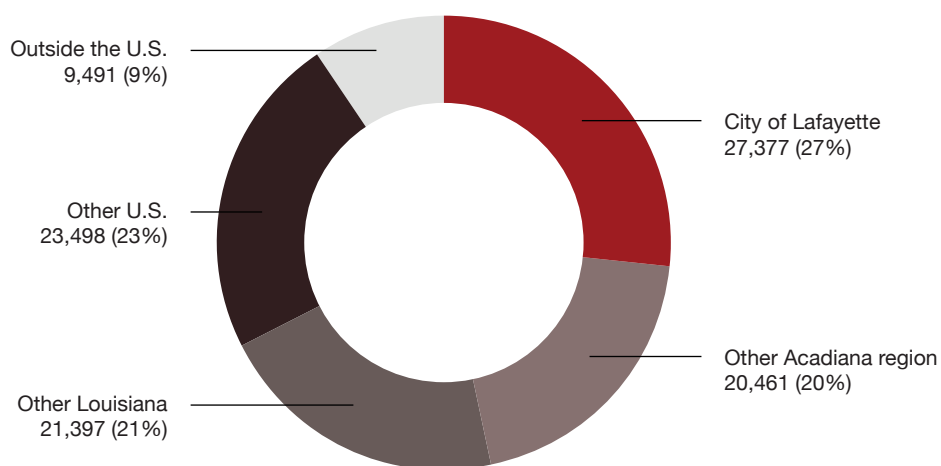
As of summer 2015, the University reported that it had 102,224 graduates whose addresses were known. Of this total, 47,838, or 46.8 percent, lived in Acadiana, as Figure 21 shows. Another 21,397, or 20.9 percent, lived elsewhere in Louisiana.

More than two-thirds of all UL Lafayette graduates have remained in Louisiana. As of summer 2015, 23.0 percent of all graduates lived elsewhere in the U.S. and 9.3 percent lived outside the U.S.

Based on U.S. Census Bureau data on educational attainment among residents of the region¹³, we estimate that 54.0 percent of all Acadiana residents with at least a bachelor's degree are University of Louisiana at Lafayette graduates, and 9.4 percent of all Louisiana residents with at least a bachelor's degree are UL Lafayette graduates.

13. ACS 2010-2014 (5-Year Estimates); U.S. Census Bureau; Social Explorer.

Figure 21. University of Louisiana at Lafayette graduates by place of residence, as of summer 2015





The Individual and Regional Impact of a UL Lafayette Education

As Figure 16 showed, Acadiana residents with bachelor's or graduate degrees earn significantly more than those with high school diplomas. Based on these differentials, and assuming that 85 percent of all UL Lafayette graduates age 25 or older living in the region are employed, we can estimate that they earned about \$710 million more in fiscal year 2015 than they would have if they had a high school education. That amount is equivalent to 5.96 percent of the aggregate earnings of all employed Acadiana residents.

The impact of the knowledge and skills acquired at UL Lafayette on the region's GDP is even greater. Using the Milken Institute study as a benchmark, we estimate that the postsecondary education obtained by UL Lafayette graduates who lived in Acadiana as of summer 2015 increased the region's GDP by 9.0 percent, or \$2.58 billion.

If the University did not exist, some Acadiana students would no doubt have gone to college elsewhere. But some of those who left the region or the state to further their education would not have returned; and the region might have missed out entirely on the talents of students who come to UL Lafayette from outside the region or the state, and then choose to remain after they graduate.

Moreover, the preceding analysis underestimates in several respects the regional impact of the education UL Lafayette provides. It does not, for example, take into account gains in earning power, and the corresponding impact on the region's GDP, realized by Acadiana residents who attend UL Lafayette without completing a degree.

Nevertheless, it is clear from this analysis and from those cited above that the broader "social return" on increases in educational attainment is significantly greater than the benefits that flow directly to those who earn degrees.

Preparing Students for Tomorrow's Economy

Many of the University's programs and learning opportunities are closely aligned with Louisiana's leading industries, or with other industries and occupations that are likely to drive the state's growth.

Training professionals for the region's health care sector

Health care has for years been among Louisiana's, and the nation's, fastest-growing industries. The University of Louisiana at Lafayette has been a leading source of skilled professionals needed to sustain that growth.

- UL Lafayette has an academically rigorous nursing and allied health program. Over the past 20 years, UL Lafayette nursing graduates have achieved first-time pass rates for the National Council Licensure Examination for Registered Nurses that consistently exceed national and state averages.
- The University's relationships with health care facilities in Acadiana give nursing students opportunities to gain hands-on experience in clinical settings. Its reputation for producing graduates who are ready to work on day one, and a growing shortage of registered nurses, means that UL Lafayette nursing students are virtually guaranteed employment upon graduation. The great majority accept job offers from employers within Louisiana.
- UL Lafayette also offers a popular "RN to BSN" online program that enables registered nurses who hold associate degrees to complete bachelor's degrees, a qualification that is increasingly required for advancement within the industry.
- Demand is strong for UL Lafayette graduates who have bachelor's degrees in health information management and health services administration as the delivery and financing of health care become increasingly data-driven and health care providers adapt to a rapidly changing industry environment.
- The University offers an MBA with a concentration in health care administration. The course schedule is tailored to meet the needs of working professionals. UL Lafayette announced an online MBA that will begin in Fall 2017.



Supporting the growth of Louisiana's manufacturing sector

During most of the past decade, continued growth of the manufacturing sector was one of the bright spots of the Acadiana economy. Although it has been hit hard during the past two years by the downturn in the oil and gas industry, manufacturing is still one of the region's core strengths. The University offers programs intended to meet the professional and technical needs of the state's manufacturing industries, including:

- a bachelor's degree in chemical engineering with a minor that prepares students for fields such as bioprocessing or the development of new materials;
- a bachelor's degree in industrial technology, which combines engineering and manufacturing technology; and
- the only industrial design program in Louisiana, and one of only four in the South.

Training professionals for Louisiana's and the world's extractive industries

The University offers several programs that prepare students for careers in oil, gas and related industries, such as undergraduate and master's degrees with concentrations in petroleum geology.

- UL Lafayette is one of only 14 universities in the U.S. that offers undergraduate, master's and doctoral degrees in petroleum engineering. It has the third-largest, and one of the fastest-growing, petroleum engineering programs in the nation.

Students can earn a bachelor's degree in professional land and resource management. The program manages its own oil lease, which enables students to gain valuable hands-on experience.

Professional and business services

UL Lafayette offers degrees in several fields that contribute to the growth of the region's professional and business services sector.

- Its MBA program is one of only 71 programs in the U.S. and Canada ranked in Tier One by CEO magazine in 2016.
- An executive MBA program enables business professionals to earn an MBA while continuing to work full-time. In 2016, CEO magazine cited it as one of 86 top-rated EMBA programs worldwide.
- In its international business courses, a project connects UL Lafayette students with other students and professionals from over 40 countries to collaborate on best practices for multinational companies.
- A bachelor's degree in insurance and risk management combines a core curriculum of general business courses with advanced courses in finance, insurance and risk management.



Technology, informatics and digital media

Information technology and digital media are an important source of economic growth in the U.S. and the world. They have been identified as a potentially significant source of future growth and diversification in Acadiana and Louisiana. UL Lafayette has already shown that it can help foster this sector's growth.

Computer science, informatics

- Undergraduate computer science degree concentrations are available in game design, cognitive science, computer engineering, information technology and scientific computing.
- While earning a bachelor's degree in informatics, students learn to use high-powered computing and big data to address real-life problems in business, health care and other fields. They can earn concentrations in business informatics, health informatics, digital media technology, systems administration and web design.

Art and entertainment technology

- A bachelor's degree in new media and digital art gives graduates skills in video art, digital cinematography, computer-generated imagery and digital sound design.
- Students can learn the art and technology of animation while pursuing a bachelor's degree in computer art and animation.
- A graduate who earns a bachelor's degree in music business is prepared to deal with all aspects of a rapidly evolving industry, including production, live performances, management, marketing, new technologies and new media, and music industry entrepreneurship.
- A bachelor's degree in moving image arts provides basic skills and hands-on experience in screenwriting; film, video and audio; production and post production; and the business aspects of film and video production and distribution.

Continuing Education

UL Lafayette strives to provide educational, professional development and personal enrichment opportunities to Louisiana residents at every stage of their lives.

It offers a variety of non-credit programs to adults and youth, such as bookkeeping, web and graphic design, medical coding and billing, CPR certification, youth cyber camps, project management, and SAT and GRE prep. During fiscal year 2015, more than 4,600 people were enrolled in non-credit programs offered through its Continuing Education Department, as shown in Table 12.

Table 12. Enrollment in UL Lafayette's Continuing Education Department, by area type, FY 2015

Type of program	Enrollment
Business	652
Technology	324
Environmental & Safety	149
Personal Enrichment	1,906
Youth – Academic	287
Youth – Non-Academic	579
Road Scholar Program	446
Online	332
TOTAL	4,675



Part Five

The Impact of
University Research

Scientific discovery and technological innovation have long been among the most important sources of economic growth in the U.S.

*Since the Industrial Revolution, the growth of economies throughout the world has been driven largely by the pursuit of scientific understanding, the application of engineering solutions, and continual technological innovation. Today, much of everyday life in the United States and other industrialized nations....is the product of investments in research...*¹⁴

America's research universities are one of America's most enduring sources of competitive advantage.

14. Committee on Prospering in the Global Economy of the 21st Century, *Rising Above the Gathering Storm*, p. 42.

With its emphasis on "research for a reason," the assets and capabilities of the University of Louisiana at Lafayette's research contribute to global scientific and technical progress and to the vitality of Louisiana's economy in several ways.

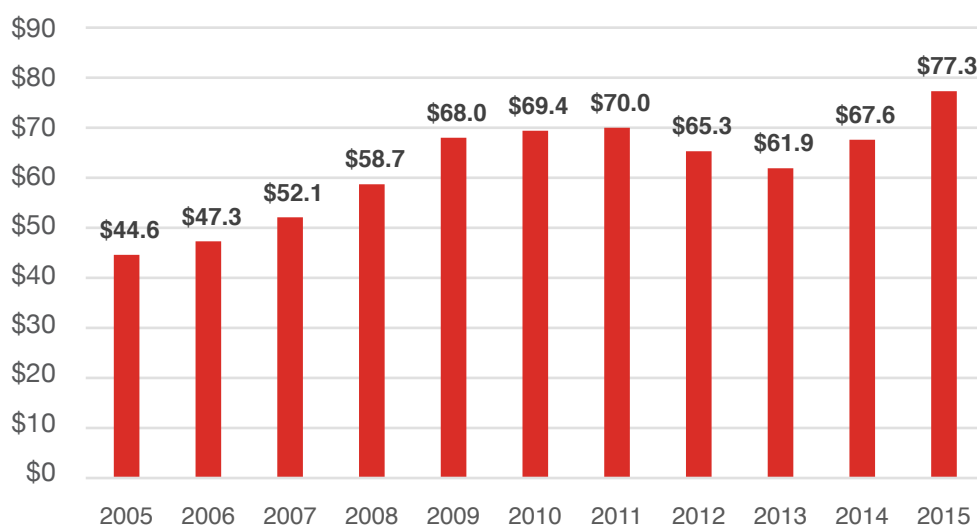
- Each year, the University attracts millions of dollars in research funding from sources outside the region, most of which is spent locally.
- Research conducted at the University expands the boundaries of knowledge in areas that are likely to be continuing sources of innovation and economic growth, including areas of particular concern to Louisiana companies and communities.
- Opportunities to participate in advanced research projects help UL Lafayette students prepare for jobs in leading and growing industries.
- Intellectual capital created by researchers at UL Lafayette provides a foundation for the creation of products, services, businesses and jobs.

Research Expenditures at UL Lafayette

In fiscal year 2015, the University of Louisiana at Lafayette spent \$77.3 million on research, an increase of more than 73 percent since fiscal year 2005, as shown in Figure 22. Recent growth in research spending has helped UL Lafayette move up through the ranks of U.S. research universities, from 179th in 2012 to 160th in 2015, according to the National Science Foundation, based on total research spending.



Figure 22. Research expenditures at University of Louisiana at Lafayette, FY 2005 – FY 2015 (in \$ millions)



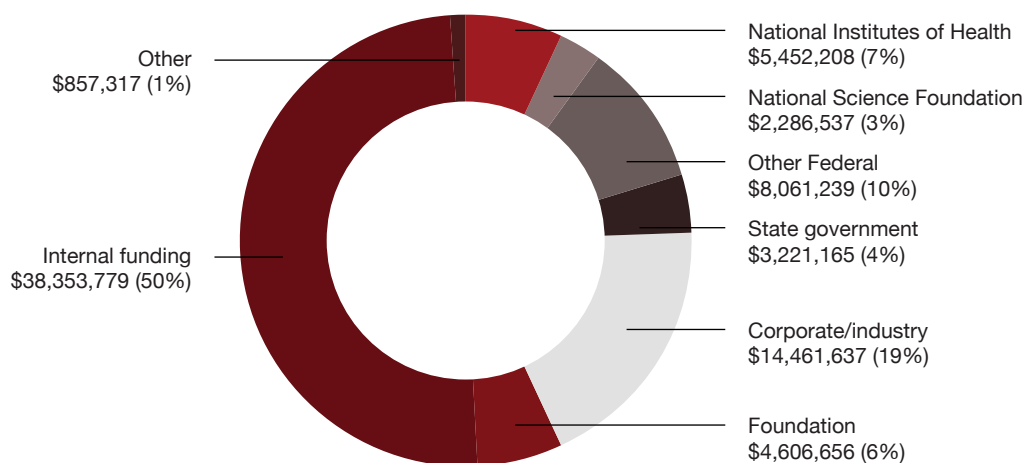
Nearly half of the University's research spending in fiscal year 2015 was supported with internally generated funds, as Figure 23 shows. More than 20 percent was federal research funding. Nearly 19 percent, or about \$14.5 million, came from industry sources. Among the top 200 research universities in the U.S., UL Lafayette ranks in the top 10 when measured by the percentage of its research spending that is funded by private industry. In an era of very slow (or no) growth in federal research funding, and a net decline of nearly \$13 million in state funding between 2004 and 2014, UL Lafayette's ability to attract corporate and philanthropic funding is critical to the continued growth of its research.

University Research Park

University Research Park is a 143-acre section of UL Lafayette's campus that is home to a mix of University research centers and educational programs, a hotel, government and corporate labs and offices, space for University-government-corporate collaborative research, and support facilities.

- Federal agencies in University Research Park include the National Oceanic and Atmospheric Administration's Estuarine Habitat and Coastal Fisheries Center, the U.S. Geological Survey's National Wetlands Research Center, the U.S. Fish and Wildlife Service, the U.S. Department of Agriculture, the U.S. Army Corps of Engineers and the National Park Service.

Figure 23. Research expenditures at UL Lafayette, by funding source, FY 2015



- State government offices include the Office of Coastal Protection and Restoration and the Governor's Office of Homeland Security and Emergency Preparedness.
- University centers include the Center for Business and Information Technologies, the Center for Visual and Decision Informatics, the Cecil J. Picard Center for Child Development and Lifelong Learning, the Child and Family Studies Early Childhood Laboratory School, and the National Incident Management Systems and Advanced Technology Institute.
- The newest addition is a 50,000-square-foot building completed in 2016 for CGI, a leading global provider of IT services to corporate and government clients.

In addition to 50 people employed by UL Lafayette research centers and offices in the Park, other University Research Park tenants employed about 500 people who were not University employees as of 2016. Research Park tenants also aid in University technology transfer, assist new venture growth, and promote regional and state economic development.

Louisiana Immersive Technologies Enterprise

The Louisiana Immersive Technologies Enterprise is a \$27 million facility in University Research Park. It combines high-performance computing and big data visualization and simulation capabilities.

LITE was created as a joint venture of the University of Louisiana at Lafayette, State of Louisiana and Lafayette Economic Development Authority to promote university-industry collaboration, technological innovation, and economic development throughout Louisiana.

New Iberia Research Center

UL Lafayette's New Iberia Research Center specializes in the breeding, importation and management of nonhuman primates. It also offers laboratory, staff and other resources that support nonhuman primate research intended to improve human health and quality of life.

In fiscal year 2015, NIRC's externally generated research revenues totaled more than \$19.7 million, about two-thirds of which came from private-sector clients. The center's private clients include many of the nation's leading pharmaceutical companies. Federal agencies accounted for about 14 percent of NIRC's revenues.

In fiscal year 2015, NIRC employed 191 researchers and support staff with wages and salaries totaling \$10.2 million. The center purchased nearly \$1.4 million in goods and services from Louisiana companies.

In 2016, NIRC formed a partnership with Crown Bioscience Inc., a global drug discovery and development service company, to establish a pharmaceutical facility at the center. CrownBio will make a \$1 million capital investment at the center and create 10 direct jobs with an average annual salary of \$70,000, plus benefits. Louisiana Economic Development estimates the project will result in an additional 14 indirect jobs.

Building a More Sustainable Economy

UL Lafayette is a leader among U.S. colleges and universities in sustainability research, strategic planning, policy, initiatives and implementation. It is one of only 20 institutions nationwide cited by the U.S. Department of Education's Green Ribbon program in 2016 for its excellence in sustainability policy and practice.

The University is a center for research in sustainability fields that span many disciplines. UL Lafayette faculty and staff members collaborate with each other and with businesses to take advantage of opportunities for growth that the transition to a more sustainable economy is providing. Here are some examples.

Center for Visualization and Decision Informatics

The National Science Foundation-funded Center for Visualization and Decision Informatics uses big data and visualization technology to create environments that enable decision-makers to more thoroughly explore all factors that might affect their decisions.

It is the only NSF Industry/University Cooperative Research Center in the nation that focuses on visualization and big data analytics. It has academic partners in the United States and Finland. It also has about 40 private industry and governmental members, such as Cancer Treatment Centers of America, Capital One, CGI, Intel, Johnson & Johnson, Louisiana Health Care Quality Forum, Nokia Networks and Northrop Grumman Aerospace Systems.

- At UL Lafayette's Alternative Energy Research Park in Crowley, Louisiana, managed by the University's Energy Institute, Cleco Power launched the Cleco Alternative Energy Center in 2014. The University and company researchers are collaborating on projects related to the production of gas from plant-based materials, anaerobic digestion, and solar thermal technology.
- The UL Lafayette Energy Institute has worked with American BioCarbon to develop processes for transforming sugar cane waste, called bagasse, into fuel pellets. American BioCarbon is developing a \$312 million facility in White Castle, Louisiana, that will be able to turn 600,000 tons of bagasse into 200,000 tons of fuel pellets annually. Demand for such pellets is especially strong in Europe, where European Union requirements call for the use of renewable fuels. By 2019, the plant is expected to employ 450 people at an average salary of \$54,000. The White Castle facility will be the first of 10 that the company intends to develop in Louisiana.
- UL Lafayette has worked with Sundrop Fuels Louisiana, a subsidiary of a Colorado-based biofuel company that is building the world's largest facility for production of biomass-based fuel. The new plant, to be constructed in Alexandria, Louisiana, will provide biofuel for use in automobiles, trucks and aviation.
- The University and Louisiana Generating LLC, a subsidiary of NRG, are developing a \$5 million pilot-scale photovoltaic power plant on five acres in University Research Park. The lab will test and evaluate solar power technologies. It is expected to generate enough solar power to reduce the University's use of fossil-fuel-generated power by up to 10 percent.



Part Six

Culture and Community

In the long run, a region's economy is only as strong as its communities, the foundation on which a strong and prosperous economy is built. The University of Louisiana at Lafayette contributes to the strength of Acadiana's communities:

- by preserving, studying and promoting the region's unique cultural heritage;
- by serving as a cultural resource for the region's residents;
- by participating in community development initiatives; and
- through services provided to Acadiana residents by UL Lafayette students, faculty and staff.

Preserving and Promoting the Region's Heritages

The University of Louisiana at Lafayette is committed to the preservation, study and promotion of Louisiana's and Acadiana's cultural heritages. It offers academic degrees and programs that embody that commitment and help make the area's history an economic asset for the region.

Many of its efforts attract scholars, visitors and performers to Acadiana, which contribute to its economic impact.

The following are examples.

Research, scholarship

- UL Lafayette is the world's leading center for the study of Cajun and Creole cultures. The Center for Louisiana Studies has, since 1973, maintained an extensive archive on Cajun and Creole folklore that includes audio and video recordings, some dating back to the 1930s; photographs; and other artifacts. The Center makes these materials available to researchers, artists, students and others.
- The first group of Acadian exiles to arrive in Louisiana in the 1760s settled somewhere along Bayou Teche, but the exact location has been lost. Through the New Acadia Project, sponsored by the University and the Acadian Heritage and Cultural Foundation in Erath, Louisiana, a team is trying to locate one of the most significant sites in Louisiana history.
- The University's Ernest J. Gaines Center, established in 2008, supports scholarly studies of the life and work of Gaines, one of the most important Southern novelists of the 20th century and writer-in-residence emeritus at UL Lafayette.
- UL Lafayette was the first university in the United States to offer a Ph.D. in francophone studies. The program provides in-depth study and research related to the linguistic and cultural heritages of Louisiana's Cajuns and Creole communities and of France, Belgium, Quebec, Haiti and other francophone communities in the Caribbean, North Africa and West Africa.

- The University is home to UL Press. Since its beginnings in the late 1960s, UL Press has published more than 300 titles about the state's political, social and cultural history. To mark the 200th anniversary of the Louisiana Purchase, for instance, it produced a 19-volume collection of scholarly work on Louisiana history. UL Press is self-sustaining. It receives no state or other public funding.

Performing arts

- The University offers a concentration in traditional music, one of the few programs of its kind in the U.S. The program helps students develop their knowledge of and skills in Cajun, zydeco, bluegrass and other genres.
- Through its partnership with Valcour Records, an independent label and recording studio in Eunice, Louisiana, UL Lafayette's Center for Louisiana Studies has supported the production and distribution of new recordings of traditional songs performed by contemporary Cajun and Creole artists.
- Since it began in 1974, the annual Festivals Acadiens et Créoles has grown into a five-day festival of Cajun and Creole music, dance, art, crafts and food. It draws thousands of visitors from around the world. UL Lafayette's Archive on Cajun and Creole Folklore is the official repository for audio and video recordings of all performances there.

- The University is actively involved with the Festival International de Louisiane. On its 30th anniversary in 2016, the annual festival featured 60 acts and drew an estimated five-day attendance total of 400,000 to downtown Lafayette. Since 2008, the Louisiana International Music Exchange has been held in conjunction with the Festival. It provides opportunities for local musicians to meet with and perform for music industry executives and festival organizers who come to Lafayette each year from around the world.

A valuable cultural resource

UL Lafayette is a cultural resource for the region and its residents.

- The UL Lafayette campus is home to the Hilliard University Art Museum. Like museums based at other universities, it's a resource for the education of students and for the community. The museum exhibits work from Acadiana, Louisiana and around the world.
- The University regularly hosts public events, such as theatrical productions, dance performances, concerts and recitals. These events drew about 30,000 people to campus in fiscal year 2015, primarily from Lafayette and nearby parishes.

Through its support for Cajun and Creole cultures and the region's broader cultural life, UL Lafayette helps make Acadiana a more interesting place to live, work, do business and visit.

Supporting Community Development

The University of Louisiana at Lafayette strengthens Acadiana through its participation in community development projects. The following are examples.

- Through the Community Design Workshop, faculty members and students collaborate on local projects.
 - > At the request of AECOM and Stantec, the firms responsible for development of the I-49 Lafayette Connector, a CDW team worked in 2015-16 to develop options for the use of land along the new highway and how it might look from street level when the Connector is completed. These visualizations will be used to inform discussions with communities about the project's design.
 - > The Building Institute enables students to get hands-on experience in developing and managing design-build projects. In 2016, a student team completed the Lafayette Strong Pavilion. The innovative "gridshell" design will provide a sheltered space in a proposed sculpture park along Camellia Boulevard.
- UL Lafayette students, working in collaboration with the City of Lafayette, are developing an app called Crisis Eye. The app will provide a platform that will enable residents to upload, in real time, videos they shoot during emergencies. The videos may help public safety and emergency management officials monitor and respond to critical conditions as they develop.
- A group of students is developing a virtual reality app that can livestream 3-D video. The app could be used, for example, to enable students in local schools to "visit" the Cleco Alternative Energy Center and observe the work being done there.



Serving the Community

UL Lafayette strengthens Acadiana through volunteer community service projects and programs that students, faculty members and staff provide.

Based on a survey, the University estimates that in fiscal year 2015, students, faculty and staff performed about 332,200 total hours of community service work, including 215,800 hours by students and 116,400 hours by faculty members and staff.

Each year, Independent Sector, a national organization, calculates for each state a dollar value for an hour of volunteer work. The group's estimate for Louisiana in 2015 is \$22.67. So, community service provided by UL Lafayette students, faculty and staff in fiscal year 2015 had an estimated total value of more than \$7.5 million.

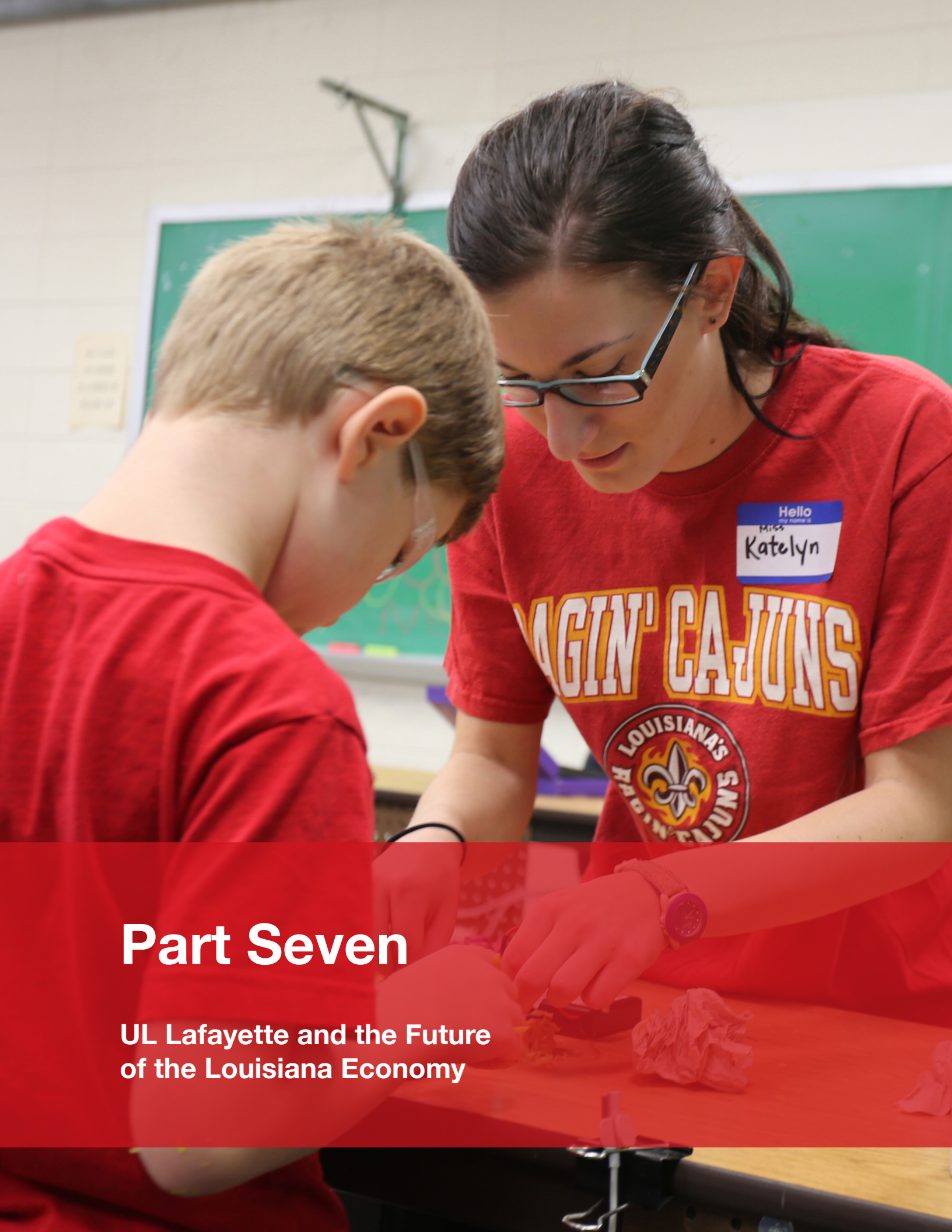
Students, faculty and staff performed 10,400 hours of work in 2015 as part of "The Big Event," a one-day, annual community service program. About 2,700 students participated in projects such as painting and refurbishing classrooms in schools, roadside cleanup, and helping to develop a community garden.



Coaches, student-athletes and others provided 4,030 hours of community service work on projects such as school and hospital visits, reading programs, book drives and coaching clinics.

Some degree programs have experiential learning requirements, such as student teaching in education and clinical practice in nursing.

- In spring 2015, 98 teaching interns worked in classrooms for an estimated total of 17,640 hours; student nurses gained clinical experience by working at 39 sites in Acadiana.
- Business students held internships with local non-profit organizations, such as YMCA of Acadiana, Our Lady of Lourdes Regional Medical Center, and Festival International de Louisiane.



Part Seven

UL Lafayette and the Future
of the Louisiana Economy

During the next five to 10 years, the University's impact on the state's and region's economies is likely to be even greater than today. The following are six ways it will help to drive the region's and state's growth.

This will result in higher levels of educational attainment among Louisiana, and especially Acadiana, residents; the availability of a more skilled workforce; higher earnings; and continued growth in the region's and state's GDP.

1) Continued Increases in Enrollment and Degrees Awarded

The University expects, over the next 10 years, to experience significantly higher enrollment and award more degrees in several areas that are closely aligned with the needs of, and opportunities for, Louisiana's economic improvement.

- The University is committed to tripling the number of students earning bachelor's degrees in computer science, from 67 in fiscal year 2015 to 200 in fiscal year 2025. This commitment was central to the region's success in persuading CGI, Enquero and Perficient to locate facilities in the region, and is likely to be central to the continued development of "Silicon Bayou."
- Undergraduate enrollment in engineering has more than doubled over the past decade, from 1,100 to 2,500. The University is committed to raising those numbers.
- Other programs that have experienced rising enrollment, and are expected to continue to see higher numbers of students, include geosciences and music business.

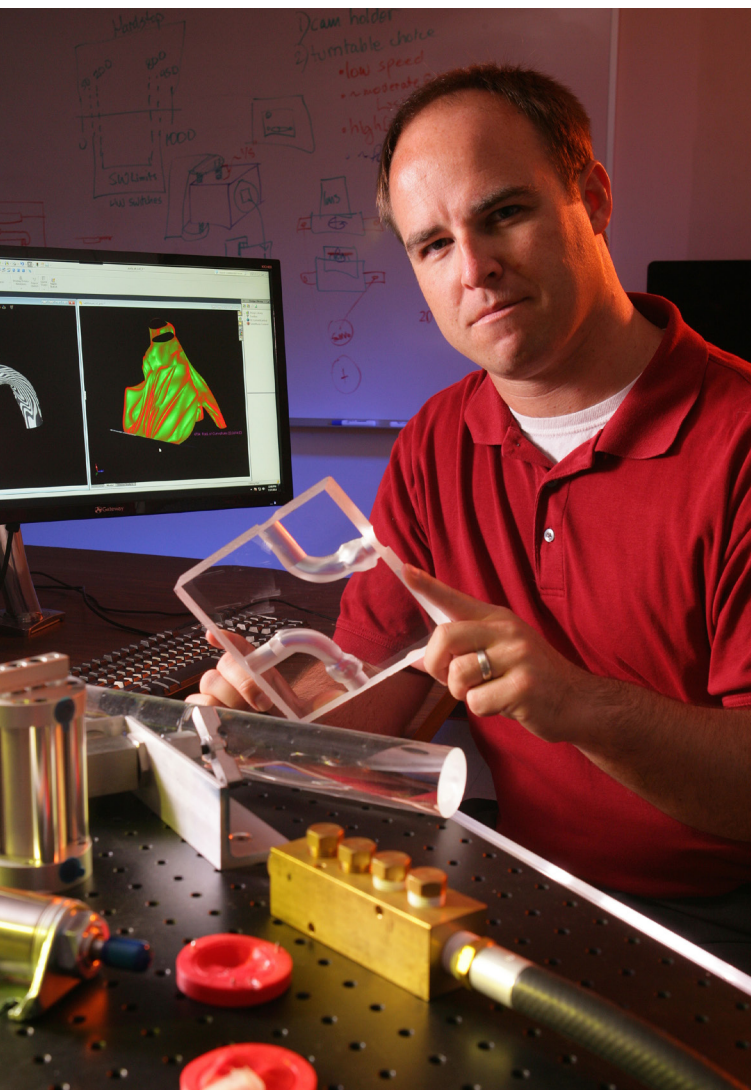
In addition to boosting enrollment, UL Lafayette has improved graduation rates for all students and underrepresented minority students in particular.

2) New Degree Programs

The region's economy will benefit as even more students graduate from programs that were launched within the past few years. Examples include the Executive MBA program and a master's degree in accounting.

UL Lafayette will also contribute to the development of the region's economy through the creation of educational programs that respond to existing and emerging needs. Examples include new master's degrees in informatics and a doctoral degree in industrial chemistry, which will combine elements of geosciences, chemistry and physics.

An interdisciplinary master's degree in environmental resource science was approved in December 2016. Students may choose science and engineering electives to fit their interests and needs. Environmental resource science is a priority research area for UL Lafayette and is critical to the ongoing development of several high-priority sectors of the Louisiana economy.



3) A Growing Research Enterprise

Research spending at UL Lafayette totaled \$77.3 million in fiscal year 2015. The University intends to raise its annual research spending to more than \$100 million within the next few years. Several research areas are among those that have the greatest relevance to the ongoing development of Louisiana's economy: engineering; computer science and informatics; life sciences; energy; coastal protection; and water resources. UL Lafayette's strengths in developing corporate research partnerships and attracting philanthropic funding can help the University sustain this growth.

4) Expanding Access to Higher Education

To maximize its impact within Louisiana, the University must continue striving to make the opportunities it offers available and accessible to more of the state's residents. Two of the University's initiatives are achieving this objective.

- The University is growing its online learning programs. In 2016, it offered 11 online bachelor's, master's and certificate programs, along with many hybrid courses and programs. During spring 2016, 5,062 UL Lafayette students took at least one online or hybrid course, including 1,292 students learning entirely online in 11 programs.
- Through "2+2" agreements with Louisiana's community colleges, the University is opening an alternative pathway to completing a UL Lafayette degree.



5) A More Entrepreneurial University

Although UL Lafayette is at an early stage in the development of its technology commercialization program, it has seen increases in measures such as the number of commercial licensing agreements it has executed and the number of licensed startups that have been launched each year. Over the next several years, its efforts and patient investment in technology commercialization should result in transfer rates that will increase swiftly.

UL Lafayette has already made significant progress toward the goal of developing a broader entrepreneurial ecosystem in the region, as evidenced by the number of student and alumni startups. As more of these ventures are started, and more survive and grow, their cumulative impact on the state's and region's economies will increase.

6) A Stronger Magnet for Investment and Talent

As CGI, Enquero and Perficient have shown, UL Lafayette is a powerful resource for persuading out-of-state companies to invest in Louisiana and to bring their talents with them.

The University has supported efforts to attract major investments in alternative energy, such as new biofuel plants being developed in Louisiana by Sundrop and American Biocarbon.

Together, these six areas – and the many specific examples cited throughout this report – reflect a shared commitment across the University to growing Louisiana's economy, strengthening the state's communities and improving the lives of its citizens.



An overhead photograph of four students sitting around a wooden table in a classroom or study hall. The students are focused on their work, with one using a laptop and others looking at papers or notebooks. The table is cluttered with various items including a laptop, a smartphone, a calculator, a tablet, and several documents. One document prominently features the University of Louisiana logo and the text 'UNIVERSITY OF LOUISIANA' and 'Louisiana.edu'. The floor is made of large, dark, speckled tiles. The image is partially obscured by a red banner at the bottom.

Acknowledgments

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