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The Economic Value of the North Dakota Association of Tribal Colleges

MAIN REPORT

About Emsi

Twenty years ago, Dr. Kjell Christophersen and Dr. Hank Robison founded Emsi with the specific intention of using data-informed consulting to benefit higher education institutions. Today, Emsi employs over 200 people, providing web-based tools and consulting services for education, workforce, and economic development professionals internationally.

Emsi has been a leader in the use of labor market data to solve the problems that confront higher education leaders since 2001, when we worked with the Association of Community College Trustees to quantify the economic impact of community colleges. Since then, Emsi has grown to partner with hundreds of universities, community colleges, and other organizations, helping higher education leaders develop stronger relationships with their communities and governing bodies.

In addition to economic impact studies, Emsi uses economic consulting, data analytics, and a variety of software tools to provide information and support successful decision-making. Analyst, our flagship labor market information tool, gives users direct access to our wealth of data. Over 400 colleges and universities use Career Coach, our career pathways software, which helps millions of students make decisions every year. Our Profile Analytics and Program Outcome Analysis tools allow institutions to track their alumni outcomes and answer critical workforce questions about their former students without painstaking surveys. We are committed to continuously improving our products and services to serve the higher education institutions we work with and, even now, are working to expand our data set to better connect students, colleges and universities, and employers.

Emsi, based in Moscow, Idaho, is owned by the Strada Education Network. For more information about Emsi's products and services, visit www.EconomicModeling.com.

Project Team

At Emsi, we take our studies and client interactions very seriously. Between carefully prepared project management plans, continuous interactions with the project team, training about methodology and results, and ongoing support through the release of results, we are committed to blessing our customers throughout the project duration. Key project personnel include:

Anna Brown is an Economist and the Vice President of Higher Education Consulting. She provided project oversight of data collection, methodology, modeling, and report writing. Anna has over nine years of experience with Emsi conducting capital analyses and economic impact studies, has helped manage some of Emsi's highest-profile work, and has served as Project Manager for over 135 projects during her time at Emsi. Anna's experience spans an array of topics including regional economics, labor economics, econometrics, economic impact analysis, and benefit/cost analysis. She is also experienced in conducting workforce gap analyses and regional cluster economic analyses for higher education, workforce investment boards, and economic development organizations. Anna has her Master's degree in Applied Economics from the University of Idaho. She also holds Bachelor's degrees in Economics, International Studies, and German from the University of Idaho. Anna has worked with Emsi since 2010.

Kyla Mallory is an Economic Analyst on the Higher Education Consulting team. She was the primary Project Manager and spearheaded the data collection, modeling, and report writing. Kyla's experience includes managing and assisting with economic impact studies for community and technical colleges across the United States. Kyla has her Bachelor's degree in Data Analytics from Washington State University.

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Executive Summary

This report assesses the impact of the North Dakota Association of Tribal Colleges (NDATC) on the state economy and the benefits generated by the colleges¹ for students, taxpayers, and society. The results of this study show that the NDATC creates a positive net impact on the state economy and generates a positive return on investment for students, taxpayers, and society.

¹ The following colleges comprise the NDATC: Cankdeska Cikana Community College, Nueta Hidatsa Sahnish College, Sitting Bull College, Turtle Mountain Community College, and United Tribes Technical College.



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Economic impact analysis



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NORTH DAKOTA

During the analysis year, the NDATC spent \$39.1 million on payroll and benefits for 757 full-time and part-time employees, and spent another \$29.5 million on goods and services to carry out the colleges' day-to-day operations. This initial round of spending creates more spending across other businesses throughout the state economy, resulting in the commonly referred to multiplier effects. This analysis estimates the net economic impact of the NDATC that directly takes into account the fact that taxpayer dollars spent on the NDATC could have been spent elsewhere in the state if not directed towards the colleges and would have created impacts regardless. We account for this by estimating the impacts that would have been created from the alternative spending and subtracting the alternative impacts from the spending impacts of the NDATC.

This analysis shows that in fiscal year (FY) 2018-19, operations and student spending of the colleges, together with the enhanced productivity of their alumni, generated **\$145.1 million** in added income for the North Dakota economy. The additional income of **\$145.1 million** created by the NDATC is equal to approximately **0.3%** of the total gross state product (GSP) of North Dakota. For perspective, this impact from the colleges is nearly as large as the entire Arts, Entertainment, & Recreation industry in the state. The impact of **\$145.1 million**

*The additional income of **\$145.1 million** created by the NDATC is equal to approximately **0.3%** of the total gross state product of North Dakota.*

is equivalent to supporting **1,995 jobs**. These economic impacts break down as follows:

Operations spending impact



Payroll and benefits to support the colleges' day-to-day operations amounted to \$39.1 million. The colleges' non-pay expenditures amounted to \$29.5 million. The net impact of operations spending by the colleges in North Dakota during the analysis year was approximately **\$55.5 million** in added income, which is equivalent to supporting **925 jobs**.

Student spending impact



Around 12% of students attending the colleges originated from outside the state. Some of these students relocated to North Dakota to attend the colleges. In addition, some students are residents of North Dakota who would have left the state if not for the existence of the NDATC. The money that these students, referred to as retained students, spent toward living expenses in North Dakota is attributable to the colleges. Also attributable to the NDATC is the increased spending of in-state students who would have remained in North Dakota even if the colleges did not exist. These students spend more money in the state while attending college than they would have if they did not attend college because of the scholarships and grants they received.

The expenditures of students in the state during the analysis year added approximately **\$5.1 million** in income for the North Dakota economy, which is equivalent to supporting **114 jobs**.

Alumni impact



Over the years, students gained new skills, making them more productive workers, by studying at the colleges. Today, thousands of these former students are employed in North Dakota.

The accumulated impact of former students currently employed in the North Dakota workforce amounted to **\$84.5 million** in added income for the North Dakota economy, which is equivalent to supporting **956 jobs**.

Important note

When reviewing the impacts estimated in this study, it's important to note that it reports impacts in the form of added income rather than sales. Sales includes all of the intermediary costs associated with producing goods and services, as well as money that leaks out of the state as it is spent at out-of-state businesses. Income, on the other hand, is a net measure that excludes these intermediary costs and leakages, and is synonymous with gross state product (GSP) and value added. For this reason, it is a more meaningful measure of new economic activity than sales.



Investment analysis



PHOTO PROVIDED BY TMCC

Investment analysis is the practice of comparing the costs and benefits of an investment to determine whether or not it is profitable. This study considers the NDATC as an investment from the perspectives of students, taxpayers, and society.

Student perspective



Students invest their own money and time in their education to pay for tuition, books, and supplies. While some students were employed while attending the colleges, students overall forewent earnings that they would have generated had they been in full employment instead of learning. Summing these direct outlays and opportunity costs yields a total of **\$15.7 million** in present value student costs.

In return, students will receive a present value of **\$53.9 million** in increased earnings over their working lives. This translates to a return of **\$3.40** in higher future earnings for every dollar that students invest in their education at the colleges. The corresponding annual rate of return is **16.2%**.

Taxpayer perspective



At the national level, taxpayers provided **\$64.2 million** of local, state, and federal funding to the NDATC in FY 2018-19. In return, national taxpayers will receive an estimated present value of **\$65.7 million** in added tax revenue stemming from FY 2018-19 students' higher lifetime

earnings and the increased output of businesses. Savings to the public sector add another estimated **\$4.9 million** in benefits due to a reduced demand for government-funded social services. For every tax dollar spent educating students attending the colleges, taxpayers in the U.S. will receive an average of **\$1.10** in return over the course of the students' working lives. This means that the NDATC generates more benefits for national taxpayers than it costs to support. Although it is not recommended to directly compare benefit-cost ratios between institutions since many factors influence them, any benefit-cost ratio above 1.0 is significant and indicates the institution generates a surplus of benefits. In other words, U.S. taxpayers enjoy an annual rate of return of **2.2%**.

At the state level, taxpayers in North Dakota will collect a present value of **\$13.1 million** in added taxes and experience an additional **\$2.3 thousand** in government savings. This sums to **\$15.4 million** in total benefits, which will continue to accrue in the future as long as the FY 2018-19 student population of the NDATC remains in the state workforce.

Social perspective



Society invested **\$78.4 million** in the NDATC in FY 2018-19. This includes the colleges' expenditures, student expenses, and student opportunity costs. In return, society nationwide will receive an estimated present value of **\$253.5 million** in added revenue over the course of the students' working lives. Society nationwide will also benefit from an estimated **\$9.2 million** in present value social savings related to reduced crime, lower welfare and unemployment, and increased health and well-being across the U.S. For every dollar society invests in the NDATC, an average of **\$3.40** in benefits will accrue to the nation over the course of the students' careers. This means the benefits to society not only cover the cost of society's funding, but generate a surplus of benefits for people in the U.S.

*For every tax dollar spent educating students attending the NDATC, national taxpayers will receive an average of **\$1.10** in return over the course of the students' working lives.*

Acknowledgments

Emsi gratefully acknowledges the excellent support of the staff at the North Dakota Association of Tribal Colleges in making this study possible. Special thanks go to the presidents of the North Dakota Tribal Colleges, who approved the study, and to the individual research teams at the colleges who collected much of the data and information requested. Any errors in the report are the responsibility of Emsi and not of any of the above-mentioned individuals.

Introduction

The North Dakota Association of Tribal Colleges (NDATC) was established in 1994 by the five tribal colleges in North Dakota for the purpose of 1) increasing services to students via expanded curricula and the networking of faculty; 2) improving and systematizing relations between the five tribal colleges and the North Dakota University System's eleven state institutions; 3) conducting research, including the development of a joint data base; 4) continuous improvement of the teaching and learning processes at the tribal colleges; 5) coordinating joint board training toward improved governance; 6) improving the planning process for each institution; and 7) providing intertribal educational forums and projects toward tribal rights and economic advancement.

The goals for the NDATC have steadfastly continued and today, the five North Dakota tribal colleges serve 2,163 credit (degree seeking) and 1,109 non-credit (community education) students² and are led by Presidents Dr. Cynthia Lindquist, Cankdeska Cikana Community College; Dr. Twyla Baker, Nueta Hidatsa Sahnish College; Dr. Laurel Vermillion, Sitting Bull College; Dr. Kellie Hall, Turtle Mountain Community College; and Dr. Leander "Russ" McDonald, United Tribes Technical College. The NDATC's service region, for the purpose of this report, is North Dakota.

While the NDATC affects the state in a variety of ways, both economically and culturally, this study is concerned with considering the economic benefits. The colleges naturally help students achieve their individual potential and develop the knowledge, skills, and abilities needed to have fulfilling and prosperous careers. However, the NDATC impacts North Dakota beyond influencing the lives of students. The colleges' program offerings supply employers with workers to make businesses more productive. The colleges' day-to-day operations and expenditures of students support the state economy through the output and employment generated by state vendors. The benefits created by the colleges extend as far as the national treasury in terms of the increased tax receipts and decreased public sector costs generated by students across the U.S.

This report assesses the impact of the NDATC as a whole on the state economy and the benefits generated by the colleges for students, taxpayers, and society. The approach is twofold. We begin with an economic impact analysis of the colleges on the North Dakota economy. To derive results, we rely on a



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The NDATC impacts North Dakota beyond influencing the lives of students.

² See Appendix 1 for a breakdown of the student headcount by college.

specialized Multi-Regional Social Accounting Matrix (MR-SAM) model to calculate the added income created in the North Dakota economy as a result of increased consumer spending and the added knowledge, skills, and abilities of students. Results of the economic impact analysis are broken out according to the following impacts: 1) impact of the colleges' day-to-day operations, 2) impact of student spending, and 3) impact of alumni who are still employed in the North Dakota workforce.

The second component of the study measures the benefits generated by the NDATC for the following stakeholder groups: students, taxpayers, and society. For students, we perform an investment analysis to determine how the money spent by students on education performs as an investment over time. The students' investment in this case consists of their out-of-pocket expenses and the opportunity cost of attending the colleges as opposed to working. In return for these investments, students receive a lifetime of higher earnings. For taxpayers, the study measures the benefits to taxpayers in the form of increased tax revenues and public sector savings stemming from a reduced demand for social services. Finally, for society, the study assesses how the students' higher earnings and improved quality of life create benefits throughout the nation as a whole.

The study uses a wide array of data that are based on several sources, including the FY 2018-19 academic and financial reports from the colleges; industry and employment data from the Bureau of Labor Statistics and Census Bureau; outputs of Emsi's impact model and MR-SAM model; and a variety of published materials relating education to social behavior.

Diversity and Local Culture at Turtle Mountain Community College

Turtle Mountain Community College (TMCC) has purposefully and intentionally incorporated the cultural and social heritage of the Turtle Mountain Band of Chippewa Indians (TMBCI) in every aspect of its operations, from curriculum to graduation pow-wows, to architectural design of its buildings and facilities. Recent community activities have included Missing and Murdered Indigenous Women, Stand and Vote against voters suppression law, Boarding School Gathering, Multi-cultural day, and Annual Language and Culture conference.

Additionally, diversity and the local culture and traditions of the TMBCI is incorporated throughout processes and activities within the college, aligned to the Mission, Goals, and Philosophy of the college. While a majority of the student population at TMCC is Native (96% AI/AN), the college's open admissions policy welcomes and invites diverse students to earn a postsecondary degree at an affordable cost.

Diversity at TMCC is also evidenced by the wide range across several variables, including age ranges from 18 to over 65, 350 first-generation students to attend college (62%), and 352 females (60%). The diversity among age groups and gender groups provides an environment rich in multiple learning opportunities.

CHAPTER 1:

Profile of the North Dakota Association of Tribal Colleges and the Economy



AS college students from North Dakota’s tribal communities pursue educational and professional opportunities, they are plagued by lack of preparedness, lack of confidence, endemic poverty, financial hardships, historical trauma infused with ongoing systemic racism embedded by stereotypes, family/relationship struggles, the resurging drug epidemic, and, most recently, the COVID-19 pandemic. The five tribal colleges in North Dakota that make up the NDATC provide accessible, affordable, and relevant higher education opportunities for Native students that includes a strong cultural context within up-to-date curriculum and training. Culture and family-based student services lead to positive student outcomes. The NDATC’s five colleges include Cankdeska Cikana Community College (CCCC), Nueta Hidatsa Sahnish College (NHS College), Sitting Bull College (SBC), Turtle Mountain Community College (TMCC), and United Tribes Technical College (UTTC).

Each college provides an educational experience that is uniquely attuned to the culture and heritage of the people it serves. By providing tribal students with career and technical education close to home, each college plays a key role in the community and economic development of its region. As such, the NDATC provide a critical service to their communities, in both economic and cultural terms.

Students at the NDATC enroll in dozens of different programs. Many enroll in traditional transfer-degree programs that enable them to complete the first two years of a university degree easily and affordably close to home. But many more students enroll in career training at various levels that enables them to succeed in fields like construction management, technical healthcare specialties, and many more roles that will make them valuable parts of their community when they graduate.

The NDATC also serve their communities through a variety of non-credit educational programs and community outreach services. As land-grant colleges, they operate extension services developed in partnership with the Department of Agriculture to support local agriculture and tribal food sovereignty; they operate business centers that support entrepreneurship and small businesses in their regions; and they provide services like the Sitting Bull College Immersion Nest that help students of all ages understand and connect with their tribal heritage.



PHOTO PROVIDED BY NHS COLLEGE

Each of the NDATC colleges provides an educational experience that is uniquely attuned to the culture and heritage of the people it serves.

NDATC employee and finance data

The study uses two general types of information: 1) data collected from the colleges and 2) state economic data obtained from various public sources and Emsi’s proprietary data modeling tools.³ This chapter presents the basic underlying information from the NDATC used in this analysis and provides an overview of the North Dakota economy.

Employee data

Data provided by the colleges include information on faculty and staff by place of work and by place of residence. These data appear in Table 1.1. As shown, the NDATC employed 614 full-time and 143 part-time faculty and staff in FY 2018-19 (including student workers). Of these, 99% worked in the state and 93% lived in the state. These data are used to isolate the portion of the employees’ payroll and household expenses that remains in the state economy.

Revenues

Figure 1.1 shows the NDATC’s annual revenues by funding source—a total of \$75.1 million in FY 2018-19. As indicated, tuition and fees comprised 8% of total revenue, and revenues from local, state, and federal government sources comprised another 85%. All other revenue (i.e., auxiliary revenue, sales and services, interest, and donations) comprised the remaining 7%. These data are critical in identifying the annual costs of educating the student body from the perspectives of students, taxpayers, and society.

Expenditures

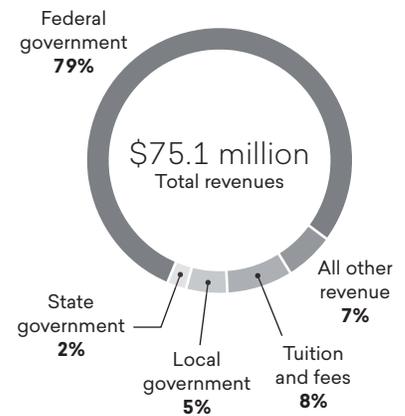
Figure 1.2 displays the NDATC’s expense data. The combined payroll at the colleges, including student salaries and wages, amounted to \$39.1 million. This was equal to 53% of the colleges’ total expenses for FY 2018-19. Other expenditures, including operation and maintenance of plant, depreciation, and purchases of supplies and services, made up \$34.6 million. When we calculate the impact of these expenditures in Chapter 2, we exclude expenses for depreciation and interest, as they represent a devaluing of the colleges’ assets rather than an outflow of expenditures.

TABLE 1.1: EMPLOYEE DATA, FY 2018-19

Full-time faculty and staff	614
Part-time faculty and staff	143
Total faculty and staff	757
% of employees who work in the state	99%
% of employees who live in the state	93%

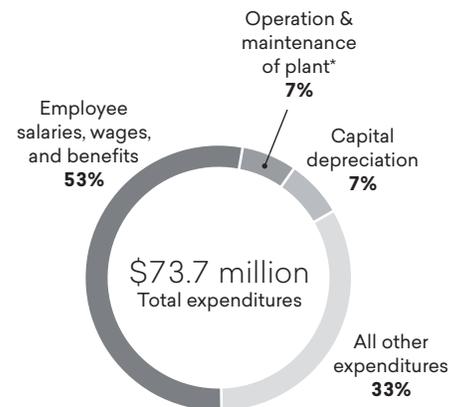
Source: Data provided by the colleges.

FIGURE 1.1: NDATC REVENUES BY SOURCE, FY 2018-19



Source: Data provided by the colleges. Percentages may not add due to rounding.

FIGURE 1.2: NDATC EXPENSES BY FUNCTION, FY 2018-19



* Includes expenditures for capital projects in progress. Source: Data provided by the colleges.

3 See Appendix 6 for a detailed description of the data sources used in the Emsi modeling tools.



Students

NDATC served 2,163 students taking courses for credit and 1,109 non-credit students in FY 2018-19.⁴ These numbers represent unduplicated student headcounts. The breakdown of the student body by gender was 63% female and 37% male. The breakdown by ethnicity was 96% Native students and 4% white. The students' average age across the colleges was 27 years old.⁵ An estimated

TABLE 1.2: NDATC STUDENT TRIBAL AFFILIATION, FY 2018-19*

Native American Tribe	% of total
Turtle Mountain Band of Chippewa	41.1%
Three Affiliated Tribes	16.1%
Standing Rock Lakota	12.8%
Spirit Lake Dakota	12.2%
Cheyenne River Sioux Tribe	3.0%
Oglala Lakota	1.6%
Sisseton-Wahpeton Dakota	1.1%
Rosebud Sioux Tribe	0.9%
Navajo Nation	0.6%
White Earth Reservation (MN)	0.3%
Western Navajo Agency	0.2%
Crow Creek Sioux Tribe	0.2%
Navajo Nation (AZ, NM, and UT)	0.2%
Crow Tribe (MT)	0.1%
Confederated Tribes of the Umatilla Indian Reservation (OR)	0.1%
Fort Peck Sioux Tribe	0.1%
Fort Belknap Agency	0.1%
Metlakatla Indian Community	0.1%
Red Lake Chippewa	0.1%
Eastern Navajo Agency	0.1%
Pine Ridge Agency	0.1%
Winnebago Agency	0.1%
Assiniboine and Sioux Tribes of the Fort Peck Indian Reservation (MT)	0.1%
Anadarko Agency	<0.1%
Cherokee Agency	<0.1%
Chinle Agency	<0.1%
Fort Defiance Agency	<0.1%
Fort Peck Agency	<0.1%
Minnesota Agency	<0.1%
Prairie Band of Potawatomi Nation	<0.1%
San Carlos Agency	<0.1%
Warm Springs Agency	<0.1%
Cheyenne and Arapaho Tribes (OK)	<0.1%
Omaha Tribe (NE)	<0.1%
Confederated Tribes and Bands of the Yakama Nation (WA)	<0.1%
Navajo Nation	<0.1%
All other**	8.0%
Total	100%

* CCCC, TMCC, and UTTTC provided data for only credit students and SBC used Spring 2020 data as a proxy for FY 2018-19.

** Includes students who are not affiliated with a tribe or did not provide tribal affiliation data to the colleges.

Source: Data provided by the colleges.

4 Some of the colleges included Summer 2018 in their FY 2018-19 headcounts while others included Summer 2019.

5 Unduplicated headcount, gender, ethnicity, and age data provided by the colleges.



89% of students remain in North Dakota after finishing their time at the colleges and the remaining 11% settle outside the state.⁶ There are a myriad of Native American tribes represented among the student bodies of the colleges in the NDATC (Table 1.2). More than 41% of students are affiliated with the Turtle Mountain Band of Chippewa, 16% of students are affiliated with the Three Affiliated Tribes, and nearly 13% of students are affiliated with the Standing Rock Lakota.

Table 1.3 summarizes the breakdown of the student population and their corresponding awards and credits by education level. In FY 2018-19, the NDATC served three master’s degree graduates, 41 bachelor’s degree graduates, 216 associate degree graduates, and 173 certificate graduates. Another 1,606 students enrolled in courses for credit but did not complete a degree during the reporting year. The colleges offered dual credit courses to high schools, serving a total of 161 students over the course of the year. The colleges also served 48 personal enrichment students enrolled in non-credit courses. Non-degree seeking students enrolled in workforce or professional development programs accounted for 751 students. Students not allocated to the other categories comprised the remaining 273 students.

We use credit hour equivalents (CHEs) to track the educational workload of the students. One CHE is equal to 15 contact hours of classroom instruction per semester.⁷ In the analysis, we exclude the CHE production of personal enrichment students under the assumption that they do not attain knowledge, skills, and abilities that will increase their earnings. The average number of CHEs per student (excluding personal enrichment students) was 10.5.

TABLE 1.3: BREAKDOWN OF STUDENT HEADCOUNT AND CHE PRODUCTION BY EDUCATION LEVEL, FY 2018-19*

Category	Headcount	Total CHEs	Average CHEs
Master’s degree graduates	3	40	13.3
Bachelor’s degree graduates	41	1,083	26.4
Associate degree graduates	216	5,555	25.7
Certificate graduates	173	3,984	23.0
Continuing students	1,606	20,246	12.6
Dual credit students	161	833	5.2
Personal enrichment students	48	213	4.4
Workforce/professional development students	751	1,451	1.9
All other students	273	801	2.9
Total, all students	3,275	34,246	10.5
Total, less personal enrichment students	3,227	34,033	10.5

* Some of the colleges included Summer 2018 in their FY 2018-19 headcounts while others included Summer 2019.
Source: Data provided by the colleges.

6 For colleges that were unable to provide settlement data, Emsi used estimates based on student origin.
7 Some of the colleges use continuing education units (CEUs) to track total credits completed by its non-credit students. In this analysis, one CEU is equivalent to one CHE.



The North Dakota economy

The region that the NDATC serves is the state of North Dakota. Since the colleges were first established, they have been serving North Dakota by enhancing the workforce, providing local residents with easy access to higher education opportunities, and preparing students for highly-skilled, technical professions. Table 1.4 summarizes the breakdown of the state economy by major industrial sector ordered by total income, with details on labor and non-labor income. Labor income refers to wages, salaries, and proprietors' income. Non-labor income refers to profits, rents, and other forms of investment income. Together, labor and non-labor income comprise the state's total income, which can also be considered as the state's gross state product (GSP).

TABLE 1.4: INCOME BY MAJOR INDUSTRY SECTOR IN NORTH DAKOTA, 2019*

Industry sector	Labor income (millions)	Non-labor income (millions)	Total income (millions)**	% of total income	Sales (millions)
Mining, Quarrying, & Oil and Gas Extraction	\$3,203	\$2,910	\$6,113	11%	\$11,710
Wholesale Trade	\$2,083	\$3,557	\$5,640	10%	\$8,791
Government, Non-Education	\$3,331	\$1,463	\$4,794	8%	\$25,435
Other Services (except Public Administration)	\$865	\$3,827	\$4,692	8%	\$7,080
Health Care & Social Assistance	\$4,203	\$489	\$4,692	8%	\$7,839
Manufacturing	\$1,933	\$2,143	\$4,076	7%	\$13,222
Finance & Insurance	\$1,926	\$1,578	\$3,503	6%	\$6,362
Transportation & Warehousing	\$2,002	\$1,415	\$3,417	6%	\$6,038
Construction	\$2,667	\$582	\$3,249	6%	\$6,153
Retail Trade	\$1,895	\$1,040	\$2,934	5%	\$4,831
Government, Education	\$2,120	\$0	\$2,120	4%	\$2,440
Agriculture, Forestry, Fishing & Hunting	\$1,741	\$262	\$2,002	3%	\$6,759
Real Estate & Rental & Leasing	\$1,183	\$815	\$1,998	3%	\$4,771
Professional & Technical Services	\$1,658	\$318	\$1,976	3%	\$3,033
Utilities	\$534	\$1,363	\$1,897	3%	\$2,903
Information	\$557	\$761	\$1,318	2%	\$2,106
Accommodation & Food Services	\$822	\$408	\$1,230	2%	\$2,277
Administrative & Waste Services	\$695	\$135	\$830	1%	\$1,426
Management of Companies & Enterprises	\$485	\$41	\$526	1%	\$852
Educational Services	\$234	\$34	\$268	<1%	\$376
Arts, Entertainment, & Recreation	\$149	\$68	\$217	<1%	\$386
Total	\$34,285	\$23,207	\$57,493	100%	\$124,792

* Data reflect the most recent year for which data are available. Emsi data are updated quarterly.

** Numbers may not add due to rounding.

Source: Emsi industry data.



A Fresh Plot for Indigenous Food Sovereignty at Cankdeska Cikana Community College Food Desert

Those two little words—food sovereignty—have a great impact on the Spirit Lake community, based in Fort Totten, North Dakota. Grocery stores are scarce and travel to purchase food can be difficult. Food sovereignty, the right to access healthy and culturally appropriate food, is a widespread problem and one that the Land Grant Department at Cankdeska Cikana Community College (CCCC) has been battling for years.

“Garden tilling is one of our most popular services,” says Paige Hook, CCCC’s community agriculture coordinator. For the last few years, Hook worked as a student apprentice in the land grant program and was eventually promoted to take over most of the extension work. This year she estimates she will drive the college’s big 4610 John Deere tractor at 50 different properties, custom tilling garden spaces for any resident who wants one. Elders are prioritized, but the till list fills quickly each year. Tilling program participants are also given seed packets and seedlings to start their gardens. These efforts are paired with food preservation workshops in the late summer and fall—canning, dehydrating, and salsa-making are all regular lessons in the Land Grant Department’s homey kitchenette. Rob Graywater, a Spirit Lake Dakota community member and director of the Spirit Lake Nation Fish and Wildlife Department, saw a real need for more—a large community garden space with an education focus. “Family gardens were such a big part of life not long ago. My mother (she has passed) used to tell me that they had two gardens every year—one close to their house that they would eat from and a larger garden that they would sell from and gather seed from for the next year’s garden,” explains Graywater. “I remember the first garden my wife and I planted and a man came by to take some pictures of it. He said he remembered when there used to be huge gardens out on the reservation and I think that it is something that has been lost to an extent, with so many people living in the housing complexes and not having enough space in their yards to plant in. I was hoping that some of the older people would like to capture some nostalgia and possibly pass on some knowledge to the younger generation that has never enjoyed the benefits from planting and caring for and harvesting their own produce.”

Although it is popular, CCCC’s tilling service does not serve the whole community. The flooding of Spirit Lake in the 2000s displaced a lot of people from their land and homes. Now, there are many people without space for a garden or who live off the reservation. Others might just need a little extra help with supplies or expertise. But thanks to a USDA Natural Resource Conservation Service Collaborative Conservation Grant, the CCCC Garden will provide everything needed for a successful garden site.

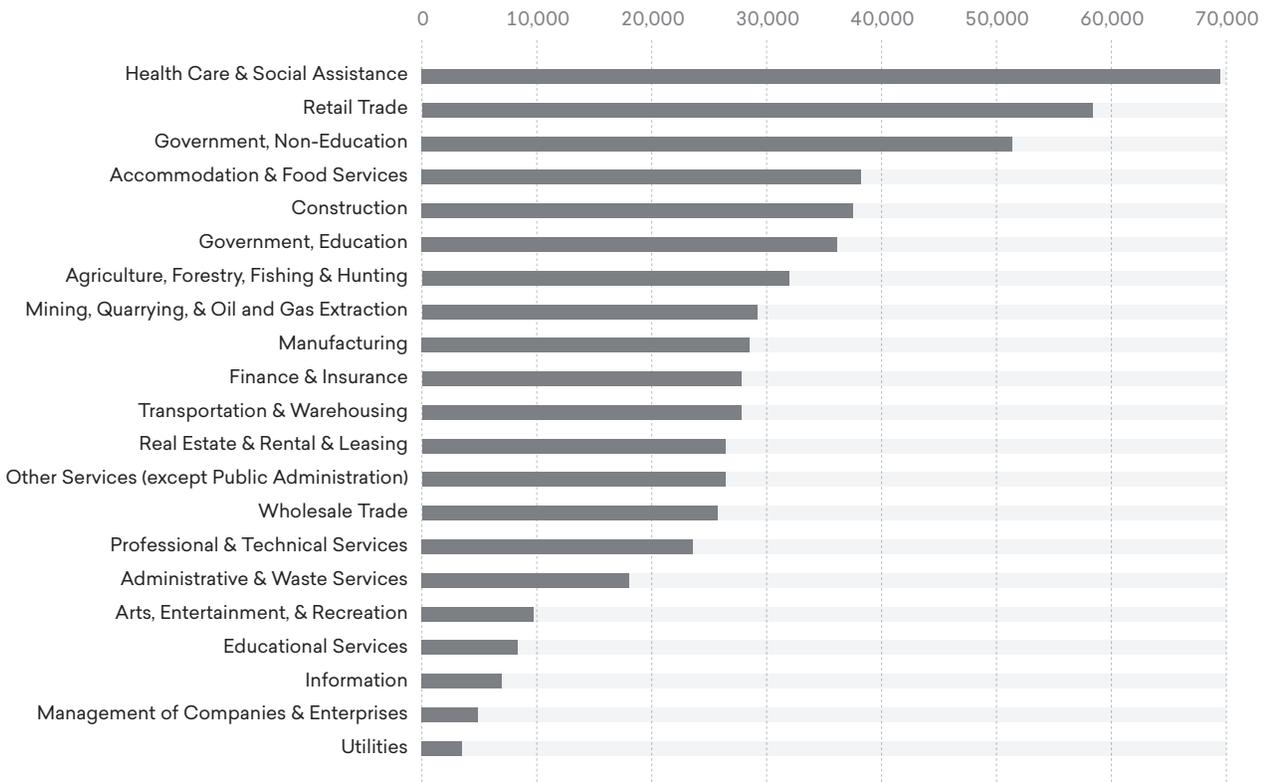
The idea for a community garden had been around for quite a while, but it just needed a little boost from something like the USDA grant. When the grant opportunity was initially introduced, Graywater proposed the idea for the CCCC Community Garden, and the college’s Land Grant Department worked to realize his idea. At the time, it seemed like a long shot. The department had just a week to put together a complete application, but all involved were determined and had the full support of the college. In the end, their work paid off when the USDA notified the department that it had received the grant. The funds opened up new opportunities and allowed the department to expand services in new ways.



As shown in Table 1.4, the total income, or GSP, of North Dakota is approximately \$57.5 billion, equal to the sum of labor income (\$34.3 billion) and non-labor income (\$23.2 billion). In Chapter 2, we use the total added income as the measure of the relative impacts of the colleges on the state economy.

Figure 1.3 provides the breakdown of jobs by industry in North Dakota. The Health Care & Social Assistance sector is the largest employer, supporting 68,988 jobs or 11.8% of total employment in the state. The second largest employer is the Retail Trade sector, supporting 57,867 jobs or 9.9% of the state's total employment. Altogether, the state supports 586,383 jobs.⁸

FIGURE 1.3: JOBS BY MAJOR INDUSTRY SECTOR IN NORTH DAKOTA, 2019*



* Data reflect the most recent year for which data are available. Emsi data are updated quarterly.
Source: Emsi employment data.

8 Job numbers reflect Emsi's complete employment data, which includes the following four job classes: 1) employees who are counted in the Bureau of Labor Statistics' Quarterly Census of Employment and Wages (QCEW), 2) employees who are not covered by the federal or state unemployment insurance (UI) system and are thus excluded from QCEW, 3) self-employed workers, and 4) extended proprietors.



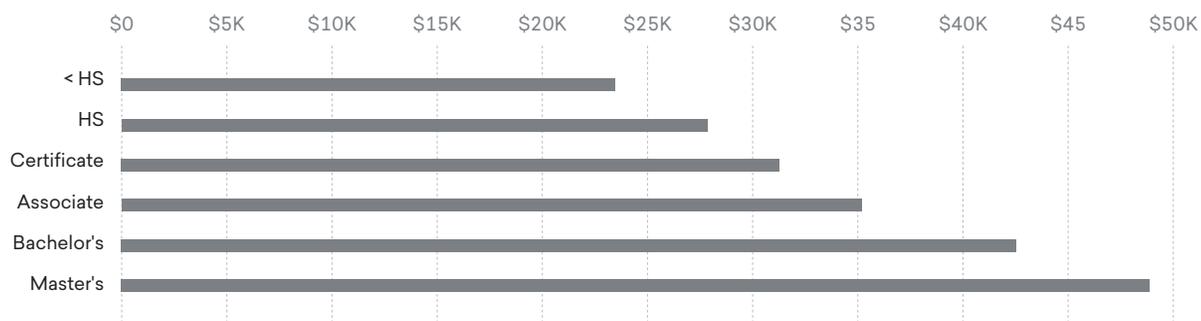
Table 1.5 and Figure 1.4 present the mean earnings by education level in North Dakota at the midpoint of the average-aged worker’s career. These numbers are derived from Emsi’s complete employment data on average earnings per worker in the state.⁹ The numbers are then weighted by the colleges’ demographic profiles. As shown, students have the potential to earn more as they achieve higher levels of education compared to maintaining a high school diploma. Students who earn an associate degree from the colleges can expect approximate wages of \$35,100 per year within North Dakota, approximately \$7,500 more than someone with a high school diploma.

TABLE 1.5: AVERAGE EARNINGS BY EDUCATION LEVEL AT AN NDATC STUDENT’S CAREER MIDPOINT

Education level	Earnings	Difference from next lowest degree
Less than high school	\$23,500	n/a
High school or equivalent	\$27,600	\$4,100
Certificate	\$31,100	\$3,500
Associate degree	\$35,100	\$4,000
Bachelor’s degree	\$42,300	\$7,200
Master’s degree	\$48,500	\$6,200

Source: Emsi employment data.

FIGURE 1.4: AVERAGE EARNINGS BY EDUCATION LEVEL AT AN NDATC STUDENT’S CAREER MIDPOINT



Source: Emsi employment data.

⁹ Wage rates in the Emsi MR-SAM model combine state and federal sources to provide earnings that reflect complete employment in the state, including proprietors, self-employed workers, and others not typically included in regional or state data, as well as benefits and all forms of employer contributions. As such, Emsi industry earnings-per-worker numbers are generally higher than those reported by other sources.



CHAPTER 2:

Economic Impacts on the North Dakota Economy

The NDATC impacts the North Dakota economy in a variety of ways. The colleges are employers and buyers of goods and services. They attract monies that otherwise would not have entered the state economy through their day-to-day operations and the expenditures of their students. Further, they provide students with the knowledge, skills, and abilities they need to become productive citizens and add to the overall output of the state.



PHOTO PROVIDED BY NHS COLLEGE

In this chapter, we estimate the following economic impacts of the NDATC: 1) the operations spending impact, 2) the student spending impact, and 3) the alumni impact, measuring the income added in the state as former students expand the state economy's stock of human capital.

When exploring each of these economic impacts, we consider the following hypothetical question:

How would economic activity change in North Dakota if the NDATC and all the colleges' alumni did not exist in FY 2018-19?

Each of the economic impacts should be interpreted according to this hypothetical question. Another way to think about the question is to realize that we measure net impacts, not gross impacts. Gross impacts represent an upper-bound estimate in terms of capturing all activity stemming from the colleges; however, net impacts reflect a truer measure of economic impact since they demonstrate what would not have existed in the state economy if not for the colleges.

Economic impact analyses use different types of impacts to estimate the results. The impact focused on in this study assesses the change in income. This measure is similar to the commonly used gross state product (GSP). Income may be further broken out into the **labor income impact**, also known as earnings, which assesses the change in employee compensation; and the **non-labor income impact**, which assesses the change in business profits. Together, labor income and non-labor income sum to total income.

Another way to state the impact is in terms of **jobs**, a measure of the number of full- and part-time jobs that would be required to support the change in income. Finally, a frequently used measure is the **sales impact**, which comprises the change in business sales revenue in the economy as a result of increased economic activity. It is important to bear in mind, however, that much of this sales revenue leaves the state economy through intermediary transactions and costs.¹⁰ All of these measures—added labor and non-labor income, total income, jobs, and sales—are used to estimate the economic impact results presented in this chapter. The analysis breaks out the impact measures into different components, each based on the economic effect that caused the impact. The following is a list of each type of effect presented in this analysis:

- The **initial effect** is the exogenous shock to the economy caused by the initial spending of money, whether to pay for salaries and wages, purchase goods or services, or cover operating expenses.
- The initial round of spending creates more spending in the economy, resulting in what is commonly known as the **multiplier effect**. The multiplier

¹⁰ See Appendix 5 for an example of the intermediary costs included in the sales impact but not in the income impact.



effect comprises the additional activity that occurs across all industries in the economy and may be further decomposed into the following three types of effects:

- The **direct effect** refers to the additional economic activity that occurs as the industries affected by the initial effect spend money to purchase goods and services from their supply chain industries.
- The **indirect effect** occurs as the supply chain of the initial industries creates even more activity in the economy through their own inter-industry spending.
- The **induced effect** refers to the economic activity created by the household sector as the businesses affected by the initial, direct, and indirect effects raise salaries or hire more people.

Net impacts *reflect a truer measure of economic impact since they demonstrate what would not have existed in the state economy if not for the colleges.*

The terminology used to describe the economic effects listed above differs slightly from that of other commonly used input-output models, such as IMPLAN. For example, the initial effect in this study is called the “direct effect” by IMPLAN, as shown in the table below. Further, the term “indirect effect” as used by IMPLAN refers to the combined direct and indirect effects defined in this study. To avoid confusion, readers are encouraged to interpret the results presented in this chapter in the context of the terms and definitions listed above. Note that, regardless of the effects used to decompose the results, the total impact measures are analogous.

Emsi	Initial	Direct	Indirect	Induced
IMPLAN	Direct	Indirect		Induced

Multiplier effects in this analysis are derived using Emsi’s Multi-Regional Social Accounting Matrix (MR-SAM) input-output model that captures the interconnection of industries, government, and households in the state. The Emsi MR-SAM contains approximately 1,000 industry sectors at the highest level of detail available in the North American Industry Classification System (NAICS) and supplies the industry-specific multipliers required to determine the impacts associated with increased activity within a given economy. For more information on the Emsi MR-SAM model and its data sources, see Appendix 6.





Operations spending impact

Faculty and staff payroll is part of the state's total earnings, and the spending of employees for groceries, apparel, and other household expenditures helps support state businesses. The colleges themselves purchase supplies and services, and many of their vendors are located in North Dakota. These expenditures create a ripple effect that generates still more jobs and higher wages throughout the economy.

Table 2.1 presents the colleges' expenditures for the following three categories: 1) salaries, wages, and benefits, 2) operation and maintenance of plant, and 3) all other expenditures (including purchases for supplies and services). In this analysis, we exclude expenses for depreciation and interest due to the way those measures are calculated in the national input-output accounts, and because depreciation represents the devaluing of the colleges' assets rather than an outflow of expenditures.¹¹ The first step in estimating the multiplier effects of the colleges' operational expenditures is to map these categories of expenditures to the approximately 1,000 industries of the Emsi MR-SAM model. Assuming that the spending patterns of the colleges' personnel approximately match those of the average consumer, we map salaries, wages, and benefits to spending on industry outputs using national household expenditure coefficients provided by Emsi's national SAM. Approximately 99% of NDATC employees work in North Dakota (see Table 1.1), and therefore we consider 99% of the salaries, wages, and benefits. For the other two expenditure categories (i.e., operation and maintenance of plant and all other expenditures), we assume the colleges' spending patterns approximately match national averages and apply the national spending coefficients for NAICS 903612 (Colleges, Universities,



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TABLE 2.1: NDATC EXPENSES BY FUNCTION (EXCLUDING DEPRECIATION & INTEREST), FY 2018-19

Expense category	In-state expenditures (thousands)	Out-of-state expenditures (thousands)	Total expenditures (thousands)
Employee salaries, wages, and benefits	\$38,729	\$413	\$39,143
Operation and maintenance of plant	\$3,951	\$1,246	\$5,197
All other expenditures	\$6,016	\$18,309	\$24,325
Total	\$48,696	\$19,969	\$68,665

Source: Data provided by the colleges and the Emsi impact model.

¹¹ This aligns with the economic impact guidelines set by the Association of Public and Land-Grant Universities. Ultimately, excluding these measures results in more conservative and defensible estimates.



and Professional Schools (Local Government)).¹² Operation and maintenance of plant expenditures are mapped to the industries that relate to capital construction, maintenance, and support, while the colleges' remaining expenditures are mapped to the remaining industries.

We now have three vectors of expenditures for the NDATC: one for salaries, wages, and benefits; another for operation and maintenance of plant; and a third for the colleges' purchases of supplies and services. The next step is to estimate the portion of these expenditures that occur inside the state. The expenditures occurring outside the state are known as leakages. We estimate in-state expenditures using regional purchase coefficients (RPCs), a measure of the overall demand for the commodities produced by each sector that is satisfied by state suppliers, for each of the approximately 1,000 industries in the MR-SAM model.¹³ For example, if 40% of the demand for NAICS 541211 (Offices of Certified Public Accountants) is satisfied by state suppliers, the RPC for that industry is 40%. The remaining 60% of the demand for NAICS 541211 is provided by suppliers located outside the state. The three vectors of expenditures are multiplied, industry by industry, by the corresponding RPC to arrive at the in-state expenditures associated with the colleges. See Table 2.1 for a break-out of the expenditures that occur in-state. Finally, in-state spending is entered, industry by industry, into the MR-SAM model's multiplier matrix, which in turn provides an estimate of the associated multiplier effects on state labor income, non-labor income, total income, sales, and jobs.

Table 2.2 presents the economic impact of the colleges' operations spending. The people employed by the NDATC and their salaries, wages, and benefits comprise the initial effect, shown in the top row of the table in terms of labor income, non-labor income, total added income, sales, and jobs. The additional

TABLE 2.2: OPERATIONS SPENDING IMPACT, FY 2018-19

	Labor income (thousands)	Non-labor income (thousands)	Total income (thousands)	Sales (thousands)	Jobs supported
Initial effect	\$38,382	\$0	\$38,382	\$68,665	738
Multiplier effect					
Direct effect	\$3,305	\$2,122	\$5,427	\$9,967	52
Indirect effect	\$667	\$307	\$974	\$1,807	11
Induced effect	\$8,010	\$7,579	\$15,589	\$26,204	184
Total multiplier effect	\$11,982	\$10,008	\$21,990	\$37,978	246
Gross impact (initial + multiplier)	\$50,364	\$10,008	\$60,372	\$106,643	984
Less alternative uses of funds	-\$2,439	-\$2,411	-\$4,850	-\$10,687	-59
Net impact	\$47,924	\$7,597	\$55,522	\$95,956	925

Source: Emsi impact model.

¹² See Appendix 3 for a definition of NAICS.

¹³ See Appendix 6 for a description of Emsi's MR-SAM model.



impacts created by the initial effect appear in the next four rows under the section labeled *multiplier effect*. Summing the initial and multiplier effects, the gross impacts are \$50.4 million in labor income and \$10 million in non-labor income. This sums to a total impact of \$60.4 million in total added income associated with the spending of the colleges and their employees in the state. This is equivalent to supporting 984 jobs.

The \$60.4 million in gross impact is often reported by researchers as the total impact. We go a step further to arrive at a net impact by applying a counterfactual scenario, i.e., what would have happened if a given event—in this case, the expenditure of in-state funds on the NDATC—had not occurred. The NDATC received an estimated 18% of funding from sources within North Dakota. These monies came from the tuition and fees paid by resident students, from the auxiliary revenue and donations from private sources located within the state, from state and local taxes, and from the financial aid issued to students by state and local government. We must account for the opportunity cost of this in-state funding. Had other industries received these monies rather than the NDATC, income impacts would have still been created in the economy. In economic analysis, impacts that occur under counterfactual conditions are used to offset the impacts that actually occur in order to derive the true impact of the event under analysis.

We estimate this counterfactual by simulating a scenario where in-state monies spent on the colleges are instead spent on consumer goods and savings. This simulates the in-state monies being returned to the taxpayers and being spent by the household sector. Our approach is to establish the total amount spent by in-state students and taxpayers on the NDATC, map this to the detailed industries of the MR-SAM model using national household expenditure coefficients, use the industry RPCs to estimate in-state spending, and run the in-state spending through the MR-SAM model's multiplier matrix to derive multiplier effects. The results of this exercise are shown as negative values in the row labeled *less alternative uses of funds* in Table 2.2.

The total net impact of the colleges' operations is equal to the gross impact less the impact of the alternative use of funds—the opportunity cost of the state money. As shown in the last row of Table 2.2, the total net impact is approximately \$47.9 million in labor income and \$7.6 million in non-labor income. This sums together to \$55.5 million in total added income and is equivalent to supporting 925 jobs. These impacts represent new economic activity created in the state economy solely attributable to the operations of the NDATC.

*The total net impact of the colleges' operations is **\$55.5 million** in total added income, which is equivalent to supporting **925 jobs**.*



Student spending impact

In-state and out-of-state students contribute to the student spending impact of the NDATC. First, we measure all the spending associated with students who were retained, or who would have left the state to seek education elsewhere had they not attended the colleges. Next, we measure the increased spending of students who would have stayed in the state even if the NDATC did not exist. Although some of their monies would have been added to the North Dakota economy regardless of the NDATC, in-state students who would have remained anyway spend more money while attending college due to the scholarships and grants they received. This increased spending is an injection of new money into the state economy that would not have happened if the colleges did not exist; therefore, it is also counted towards the impact. Lastly, only the out-of-state students who relocated to North Dakota to attend the colleges are measured. Students who commute from outside the state or take courses online are not counted towards the student spending impact because they are not adding money from living expenses to the state.

While there were 2,874 students attending the colleges who originated from North Dakota (not including personal enrichment students and dual credit high school students),¹⁴ not all of them would have remained in the state if not for the existence of the NDATC. We apply a conservative assumption that 10% of these students would have left North Dakota for other education opportunities if the colleges did not exist. Therefore, we recognize that the in-state spending of 287 students retained in the state is attributable to the colleges. These students, called retained students, spent money at businesses in the state for everyday needs such as groceries, accommodation, and transportation. Of the retained students, we estimate 17 lived on campus while attending the colleges. While these students spend money while attending the colleges, we exclude most of their spending for room and board since these expenditures are already reflected in the impact of the colleges' operations.

Relocated students are also accounted for in NDATC's student spending impact. An estimated 32 students came from outside the state and lived off campus while attending the colleges in FY 2018-19. Another estimated 100 out-of-state students lived on campus while attending the colleges. We apply the same adjustment as described above to the students who relocated and lived on campus during their time at the colleges. Collectively, the off-campus



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¹⁴ For colleges that were unable to provide origin data for their non-credit students, we assume that all non-credit students originated from within the state.

expenditures of out-of-state students supported jobs and created new income in the state economy.¹⁵

The average costs for students appear in the first section of Table 2.3, equal to \$9,881 per student. Note that this table excludes expenses for books and supplies, since many of these monies are already reflected in the operations impact discussed in the previous section. We multiply the \$9,881 in annual costs by the 303 students who either were retained or relocated to the state because of the NDATC and lived in-state but off campus. This provides us with an estimate of their total spending. For students living on campus, we multiply the per-student cost of personal expenses, transportation, and off-campus food purchases (assumed to be equal to 25% of room and board) by the number of students who lived in the state but on campus while attending (117 students). Altogether, off-campus spending of relocated and retained students generated gross sales of \$3.3 million.

TABLE 2.3: AVERAGE STUDENT COSTS AND TOTAL SALES GENERATED BY STUDENTS IN NORTH DAKOTA, FY 2018-19

Room and board	\$6,428
Personal expenses	\$1,962
Transportation	\$1,490
Total expenses per retained and relocated student	\$9,881
Number of students retained	287
Number of students relocated	132
Total gross off-campus sales	\$3,447,235
Wages and salaries paid to student workers*	\$25,984
Increased spending of non-retained, in-state students	\$5,383,793
Net off-campus sales	\$8,805,044

* This figure reflects only the portion of payroll that was used to cover the living expenses of relocated and retained student workers who lived in the state.

Source: Student costs and wages provided by the colleges. The number of relocated and retained students who lived in the state off campus or on campus while attending is derived by Emsi from the student origin data and in-term residence data provided by the colleges. The residual aid data is also derived by Emsi from data provided by the colleges and tailored for non-retained, in-state students.

15 Online students and students who commuted to North Dakota from outside the state are not considered in this calculation because it is assumed their living expenses predominantly occurred in the state where they resided during the analysis year. We recognize that not all online students live outside the state, but keep the assumption given data limitations.



The other 90% of students attending the colleges who originated from North Dakota are referred to as non-retained, in-state students. We estimate the increased spending of non-retained, in-state students to be \$5.4 million, generated through the residual aid they receive from scholarships, grants, and waivers. When the total increased spending is added to the gross retained and relocated student sales, we get the NDATC's total initial student spending (\$8.8 million), displayed in the bottom row of Table 2.3.

Estimating the impacts generated by the \$8.8 million in student spending follows a procedure similar to that of the operations impact described above. We distribute the \$8.8 million in sales to the industry sectors of the MR-SAM model, apply RPCs to reflect in-state spending, and run the net sales figures through the MR-SAM model to derive multiplier effects.

*The total impact of student spending is **\$5.1 million** in total added income and is equivalent to supporting **114 jobs**.*

Table 2.4 presents the results. The initial effect is purely sales-oriented and there is no change in labor or non-labor income. The impact of relocated and retained student spending thus falls entirely under the multiplier effect. The total impact of student spending is \$3.3 million in labor income and \$1.8 million in non-labor income. This sums together to \$5.1 million in total added income and is equivalent to supporting 114 jobs. These values represent the direct effects created at the businesses patronized by the students, the indirect effects created by the supply chain of those businesses, and the effects of the increased spending of the household sector throughout the state economy as a result of the direct and indirect effects.

TABLE 2.4: STUDENT SPENDING IMPACT, FY 2018-19

	Labor income (thousands)	Non-labor income (thousands)	Total income (thousands)	Sales (thousands)	Jobs supported
Initial effect	\$0	\$0	\$0	\$8,734	0
Multiplier effect					
Direct effect	\$2,069	\$1,124	\$3,193	\$5,712	71
Indirect effect	\$469	\$252	\$721	\$1,343	17
Induced effect	\$779	\$423	\$1,202	\$2,118	26
Total multiplier effect	\$3,317	\$1,799	\$5,116	\$9,173	114
Total impact (initial + multiplier)	\$3,317	\$1,799	\$5,116	\$17,907	114

Source: Emsi impact model.





Alumni impact



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In this section, we estimate the economic impacts stemming from the added labor income of alumni in combination with their employers' added non-labor income. This impact is based on the number of students who have attended the colleges *throughout their history*. We then use this total number to consider the impact of those students in the single FY 2018-19. Former students who earned a degree as well as those who may not have finished their degree or did not take courses for credit are considered alumni.

While the NDATC creates an economic impact through operations and student spending, the greatest economic impact of the NDATC stems from the added human capital—the knowledge, creativity, imagination, and entrepreneurship—found in the colleges' alumni. While attending the colleges, students gain experience, education, and the knowledge, skills, and abilities that increase their productivity and allow them to command a higher wage once they enter the workforce. But the reward of increased productivity does not stop there. Talented professionals make capital more productive too (e.g., buildings, production facilities, equipment). The employers of the colleges' alumni enjoy the fruits of this increased productivity in the form of additional non-labor income (i.e., higher profits).

The greatest economic impact of the NDATC stems from the added human capital—the knowledge, creativity, imagination, and entrepreneurship—found in the alumni.



The methodology here differs from the previous impacts in one fundamental way. Whereas the previous spending impacts depend on an annually renewed injection of new sales into the state economy, the alumni impact is the result of years of past instruction and the associated accumulation of human capital. The initial effect of alumni is comprised of two main components. The first and largest of these is the added labor income of the colleges' former students. The second component of the initial effect is comprised of the added non-labor income of the businesses that employ former students of the NDATC.

We begin by estimating the portion of alumni who are employed in the workforce. To estimate the historical employment patterns of alumni in the state, we use the following sets of data or assumptions: 1) settling-in factors to determine how long it takes the average student to settle into a career;¹⁶ 2) death, retirement, and unemployment rates from the National Center for Health Statistics, the Social Security Administration, and the Bureau of Labor Statistics; and 3) state migration data from the Census Bureau. The result is the estimated portion of alumni from each previous year who were still actively employed in the state as of FY 2018-19.

The next step is to quantify the skills and human capital that alumni acquired from the colleges. We use the students' production of CHEs as a proxy for accumulated human capital. The average number of CHEs completed per student in FY 2018-19 was 10.5. To estimate the number of CHEs present in the workforce during the analysis year, we use the colleges' historical student headcount over the past 30 years, from FY 1989-90 to FY 2018-19.¹⁷ We multiply the 10.5 average CHEs per student by the headcounts that we estimate are still actively employed from each of the previous years.¹⁸ Students who enroll at the colleges more than one year are counted at least twice in the historical enrollment data. However, CHEs remain distinct regardless of when and by whom they were earned, so there is no duplication in the CHE counts. We estimate there are approximately 712,704 CHEs from alumni active in the workforce.

Next, we estimate the value of the CHEs, or the skills and human capital acquired by the colleges' alumni. This is done using the *incremental* added labor income stemming from the students' higher wages. The incremental added labor income is the difference between the wage earned by the colleges' alumni and the alternative wage they would have earned had they not attended the colleges. Using the state incremental earnings, credits required, and distribution

16 Settling-in factors are used to delay the onset of the benefits to students in order to allow time for them to find employment and settle into their careers. In the absence of hard data, we assume a range between one and three years for students who graduate with a certificate or a degree, and between one and five years for returning students.

17 We apply a 30-year time horizon because the data on students who attended NDATC prior to FY 1989-90 is less reliable, and because most of the students served more than 30 years ago had left the state workforce by FY 2018-19.

18 This assumes the average credit load and level of study from past years is equal to the credit load and level of study of students today.



of credits at each level of study, we estimate the average value per CHE to equal \$117. This value represents the state average incremental increase in wages that the colleges' alumni received during the analysis year for every CHE they completed.

Because workforce experience leads to increased productivity and higher wages, the value per CHE varies depending on the students' workforce experience, with the highest value applied to the CHEs of students who had been employed the longest by FY 2018-19, and the lowest value per CHE applied to students who were just entering the workforce. More information on the theory and calculations behind the value per CHE appears in Appendix 7. In determining the amount of added labor income attributable to alumni, we multiply the CHEs of former students in each year of the historical time horizon by the corresponding average value per CHE for that year, and then sum the products together. This calculation yields approximately \$83.5 million in gross labor income from increased wages received by former students in FY 2018-19 (as shown in Table 2.5).

TABLE 2.5: NUMBER OF CHES IN WORKFORCE AND INITIAL LABOR INCOME CREATED IN NORTH DAKOTA, FY 2018-19

Number of CHEs in workforce	712,704
Average value per CHE	\$117
Initial labor income, gross	\$83,510,746
Adjustments for counterfactual scenarios	
Percent reduction for alternative education opportunities	15%
Percent reduction for adjustment for labor import effects	50%
Initial labor income, net	\$36,821,727

Source: Emsi impact model.

The next two rows in Table 2.5 show two adjustments used to account for counterfactual outcomes. As discussed above, counterfactual outcomes in economic analysis represent what would have happened if a given event had not occurred. The event in question is the education and training provided by the colleges and subsequent influx of skilled labor into the state economy. The first counterfactual scenario that we address is the adjustment for alternative education opportunities. In the counterfactual scenario where the NDATC does not exist, we assume a portion of the colleges' alumni would have received a comparable education elsewhere in the state or would have left the state and received a comparable education and then returned to the state. The incremental added labor income that accrues to those students cannot be counted towards the added labor income from the colleges' alumni. The adjustment for alternative education opportunities amounts to a 15% reduction of the \$83.5 million in added labor income. This means that 15% of the added labor income



from the colleges' alumni would have been generated in the state anyway, even if the colleges did not exist. For more information on the alternative education adjustment, see Appendix 8.

The other adjustment in Table 2.5 accounts for the importation of labor. Suppose the NDATC did not exist and in consequence there were fewer skilled workers in the state. Businesses could still satisfy some of their need for skilled labor by recruiting from outside North Dakota. We refer to this as the labor import effect. Lacking information on its possible magnitude, we assume 50% of the jobs that students fill at state businesses could have been filled by workers recruited from outside the state if the colleges did not exist.¹⁹ Consequently, the gross labor income must be adjusted to account for the importation of this labor, since it would have happened regardless of the presence of the colleges. We conduct a sensitivity analysis for this assumption in Appendix 2. With the 50% adjustment, the net added labor income added to the economy comes to \$36.8 million, as shown in Table 2.5.

The \$36.8 million in added labor income appears under the initial effect in the labor income column of Table 2.6. To this we add an estimate for initial non-labor income. As discussed earlier in this section, businesses that employ former students of the NDATC see higher profits as a result of the increased productivity of their capital assets. To estimate this additional income, we allocate the initial increase in labor income (\$36.8 million) to the six-digit NAICS industry sectors where students are most likely to be employed. This allocation entails a process that maps completers in the state to the detailed occupations for which those completers have been trained, and then maps the detailed occupations to the six-digit industry sectors in the MR-SAM model.²⁰ Using a crosswalk created by National Center for Education Statistics (NCES) and the Bureau of Labor Statistics, we map the breakdown of the colleges' completers to the approximately 700 detailed occupations in the Standard Occupational Classification (SOC) system. Finally, we apply a matrix of wages by industry and by occupation from the MR-SAM model to map the occupational distribution of the \$36.8 million in initial labor income effects to the detailed industry sectors in the MR-SAM model.²¹

Once these allocations are complete, we apply the ratio of non-labor to labor income provided by the MR-SAM model for each sector to our estimate of initial labor income. This computation yields an estimated \$17.3 million in

19 A similar assumption is used by Walden (2014) in his analysis of the Cooperating Raleigh Colleges.

20 Completer data comes from the Integrated Postsecondary Education Data System (IPEDS), which organizes program completions according to the Classification of Instructional Programs (CIP) developed by the National Center for Education Statistics (NCES).

21 For example, if the MR-SAM model indicates that 20% of wages paid to workers in SOC 51-4121 (Welders) occur in NAICS 332313 (Plate Work Manufacturing), then we allocate 20% of the initial labor income effect under SOC 51-4121 to NAICS 332313.



added non-labor income attributable to the colleges' alumni. Summing initial labor and non-labor income together provides the total initial effect of alumni productivity in the North Dakota economy, equal to approximately \$54.1 million. To estimate multiplier effects, we convert the industry-specific income figures generated through the initial effect to sales using sales-to-income ratios from the MR-SAM model. We then run the values through the MR-SAM's multiplier matrix.

TABLE 2.6: ALUMNI IMPACT, FY 2018-19

	Labor income (thousands)	Non-labor income (thousands)	Total income (thousands)	Sales (thousands)	Jobs supported
Initial effect	\$36,822	\$17,251	\$54,073	\$125,212	602
Multiplier effect					
Direct effect	\$5,430	\$2,540	\$7,969	\$17,127	93
Indirect effect	\$1,406	\$653	\$2,059	\$4,407	25
Induced effect	\$14,038	\$6,315	\$20,352	\$42,991	236
Total multiplier effect	\$20,873	\$9,507	\$30,381	\$64,526	354
Total impact (initial + multiplier)	\$57,695	\$26,758	\$84,454	\$189,737	956

Source: Emsi impact model.

Table 2.6 shows the multiplier effects of alumni. Multiplier effects occur as alumni generate an increased demand for consumer goods and services through the expenditure of their higher wages. Further, as the industries where alumni are employed increase their output, there is a corresponding increase in the demand for input from the industries in the employers' supply chain. Together, the incomes generated by the expansions in business input purchases and household spending constitute the multiplier effect of the increased productivity of the colleges' alumni. The final results are \$20.9 million in added labor income and \$9.5 million in added non-labor income, for an overall total of \$30.4 million in multiplier effects. The grand total of the alumni impact is \$84.5 million in total added income, the sum of all initial and multiplier labor and non-labor income effects. This is equivalent to supporting 956 jobs.





Total NDATC impact

The total economic impact of the NDATC on North Dakota can be generalized into two broad types of impacts. First, on an annual basis, the NDATC generates a flow of spending that has a significant impact on the state economy. The impacts of this spending are captured by the operations and student spending impacts. While not insignificant, these impacts do not capture the true purpose of the NDATC. The basic mission of the NDATC is to foster human capital. Every year, a new cohort of the colleges' former students adds to the stock of human capital in the state, and a portion of alumni continues to add to the state economy. Table 2.7 displays the grand total impacts of the NDATC on the North Dakota economy in FY 2018-19. For context, the percentages of the NDATC compared to the total labor income, total non-labor income, combined total income, sales, and jobs in North Dakota, as presented in Table 1.4 and Figure 1.3, are included. The total added value of the NDATC is **\$145.1 million**, equivalent to **0.3%** of the GSP of North Dakota. By comparison, this contribution that the colleges provide on their own is nearly as large as the entire Arts, Entertainment, & Recreation industry in the state. The NDATC's total impact supported **1,995 jobs** in FY 2018-19.

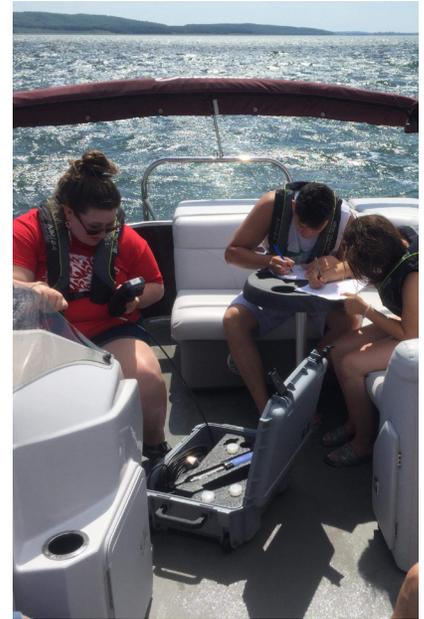


PHOTO PROVIDED BY CCCC

TABLE 2.7: THE NDATC'S TOTAL IMPACT, FY 2018-19

	Labor income (thousands)	Non-labor income (thousands)	Total income (thousands)	Sales (thousands)	Jobs supported
Operations spending	\$47,924	\$7,597	\$55,522	\$95,956	925
Student spending	\$3,317	\$1,799	\$5,116	\$17,907	114
Alumni	\$57,695	\$26,758	\$84,454	\$189,737	956
Total impact	\$108,936	\$36,155	\$145,091	\$303,600	1,995
% of the North Dakota economy	0.3%	0.2%	0.3%	0.2%	0.3%

Source: Emsi impact model.



These impacts from the colleges and their students stem from different industry sectors and spread throughout the state economy. Table 2.8 displays the total impact of the NDATC by each industry sector based on their two-digit NAICS code. The table shows the total impact of operations, students, and alumni, as shown in Table 2.7, broken down by each industry sector's individual impact on the state economy using processes outlined earlier in this chapter. By showing the impact from individual industry sectors, it is possible to see in finer detail the industries that drive the greatest impact on the state economy from the colleges' spending and from where NDATC alumni are employed. For example, the NDATC's spending and alumni in the Construction industry sector generated an impact of \$11.7 million in FY 2018-19.

TABLE 2.8: NDATC'S TOTAL IMPACT BY INDUSTRY, FY 2018-19

Industry sector	Total income (thousands)	Jobs supported
Government, Education	\$45,024	850
Construction	\$11,658	136
Mining, Quarrying, & Oil and Gas Extraction	\$10,328	50
Government, Non-Education	\$10,309	124
Health Care & Social Assistance	\$9,473	162
Retail Trade	\$7,853	151
Wholesale Trade	\$7,566	34
Manufacturing	\$6,713	55
Other Services (except Public Administration)	\$5,998	54
Transportation & Warehousing	\$4,522	43
Professional & Technical Services	\$4,334	54
Finance & Insurance	\$4,070	28
Information	\$3,659	18
Utilities	\$3,569	7
Accommodation & Food Services	\$3,453	109
Real Estate & Rental & Leasing	\$2,936	47
Administrative & Waste Services	\$1,141	22
Management of Companies & Enterprises	\$917	8
Educational Services	\$903	25
Agriculture, Forestry, Fishing, & Hunting	\$336	6
Arts, Entertainment, & Recreation	\$328	15
Total impact	\$145,091	1,995

Source: Emsi impact model.



Student Spotlight

Cankdeska Cikana Community College: Ryan Brown, Pre-Engineering

Ryan Brown graduated from CCCC in Spring 2013 with an associate degree in Pre-Engineering and transferred to North Dakota State University (NDSU). He completed a B.S. in Civil Engineering from NDSU in 2016. Ryan is currently a Project Manager with the Tribal Department – Spirit Lake Tribe. Ryan started in the North Dakota Experimental Program to Stimulate Competitive Research (ND EPSCoR) program at CCCC while attending high school. The purpose of the EPSCoR is to provide students interested in Science, Technology, Engineering, & Mathematics (STEM) with an opportunity to develop broad and superior STEM education programs, allowing Tribal Colleges to outreach to students at the pre-college (grades 8 to 12) level. Ryan agreed that CCCC provided a great opportunity to complete general education courses as well as advanced engineering courses. “Transferring to NDSU as a junior in the engineering program is an opportunity we contribute to CCCC.” College President Cynthia Lindquist stated, “Ryan is pioneering engineering on the Spirit Lake Nation and exemplify the types of students we strive for at CCCC.”

Nueta Hidatsa Sahnish College: Lee Voigt, Environmental Science

NHS College 2018 graduate, Lee Voigt, is realizing his dream and honoring his culture on the Fort Berthold Indian Reservation. An enrolled member of the Three Affiliated Tribes, Lee conceptualized, built, and currently runs the Running Wolf Language and Cultural Survival School on his late parents’ ranch in White Shield, North Dakota.

Lee started the Running Wolf School while attending NHS College and earning a degree in Environmental Science. Prior to attending NHS College, Lee attended Haskell Indian Nations University in the 1990s and joined the Army shortly after. Lee was part of the Long Range Reconnaissance and Surveillance Company and served two tours in Iraq for Operation Iraqi Freedom (OIF 1 and OIF 3). Being a veteran is a big part of Lee but honoring his Arikara heritage and culture is an even bigger part.

When Lee retired from the Army, he moved to White Shield to take over his family’s cattle ranch on the Fort Berthold Indian Reservation. He operated 210 head of cattle but wanted to offer more to his young family and the community. Lee is a single father of four sons, and he recognized that the public schools were not depicting an accurate historical picture of the Three Affiliated Tribes, nor were kids learning their culture and language. He sold his cattle to build a 150 by 80 foot operational school, complete with gymnasium. Because North Dakota does not have any charter school laws, the school must function as a ‘group home school’ with students coming full days on Tuesdays and Thursdays.



Running Wolf School currently has nine students enrolled, ranging from age 3 to 14. The parents are expected to teach, help at the school, and be committed to the Arikara culture and language while their children are at school and at home. The parents of the students speak Arikara at home and are educated in their own right, three with master's degrees and one with a bachelor's degree. The school is a true immersion school; all lessons are taught in Arikara while Arikara is approximately 40% of all language spoken in the school.

When Lee spoke of the school, he said it was modeled after Swedish schools, which provide a good balance for students. They do not pound facts for rote memorization. They incorporate their Arikara culture and language into all lessons and all subjects.

Lee is passionate about preserving the Arikara culture. He stated that there used to be 200,000 Arikara tribal members in 13 bands. The Arikara were fierce fighters and were said to have fought 400 wars in 400 years. They staved off the U.S. Government until Smallpox decimated the tribe from 1750 to 1870. Afterward, there were only 633 members remaining.

The Arikara language is said to be one of the five most difficult languages to learn in the world. Lee and his son, Jordan, currently a student in the NHS College Construction Technology program, explained that it is a polysynthetic "living" language. The language that they speak at the Running Wolf School is rooted in Old Arikara but modified in order to transform in the same way the language did for their ancestors. The parents of the school created a 3,500-word dictionary, which is likely just a start for the full language revitalization.

In the future, Lee hopes to find funding for the Running Wolf School and see his students continue until they earn their GED or homeschooling diploma equivalent.

Sitting Bull College: Tatewyn Bernie, Building Trades

Tatewyn Bernie is breaking records at Sitting Bull College SBC as the first student to graduate from Fort Yates Public High School and SBC in the Spring of 2020 as a dual enrolled student. Tatewyn was dual enrolled in the Building Trades program at SBC while completing his high school diploma. This young man is a true role model and has shown the younger generation what hard work is.

Terry Brown Otter, SBC Building Trades Instructor stated, "Tatewyn was always a joy to have in class. His excitement to learn was the positivity we needed during the COVID-19 pandemic." That's right, this young man also fought through the pandemic. The Building Trades Program at SBC was able to finish by cutting class sizes in half and completing all book work online. Mr. Brown Otter mentioned that the trades programs are very hands on and found it a very difficult time for both the instructor and students, but they all finished strong. SBS tips their hat off to Tatewyn for his hard work and hopes to have more dual graduates in the future.



Student Spotlight

Turtle Mountain Community College: Cody Laducer, Commercial Vehicle Operations

Cody Laducer is a student in the CDL program (16-week program). He already has employment lined up for when he graduates. Cody came to TMCC right out of high school and was enrolled in the Building Construction program where he gained a 9-month certificate. At that point, he chose to go to work. Cody is now 35 years old and has been employed for the last 15 years. He has been out on the roads working Heavy Equipment and Construction. After a few years, he started a family and continued to work on the roads. Over time, this created some hardship because of his inability to be home with his family. He decided to come back to TMCC and enroll in the Commercial Driver's License (CDL). At this time, his cumulative grade point average is a 3.60. His successes at TMCC include gaining the knowledge of operating a semi and trailer, having the ability to determine all safety measures that go with operating the semi, and being taught beyond what was needed for the driving test. Overall, he feels that TMCC has provided him an opportunity to pursue employment out in the oil fields in Western North Dakota.

United Tribes Technical College: Venancio Fragoza, Welding Technology

Venancio "Venny" Fragoza, a member of the Three Affiliated Tribes, said he was a troubled youth who spent time in juvenile detention and subsequently prison. When he decided to go back to school, he worked with the Warriors of the 21st Century Re-entry Program. Venny graduated from UTTC in 2018 with his Welding Technology Certificate. He got a job immediately after graduation as an Apprentice in the Ironworker Union Local 512 and works all over the state of North Dakota. A week prior to graduation, Venny got a call from the Ironworkers telling him they had interviews the same date and time as his UTTC graduation. The Ironworkers agreed to interview him first thing the next morning so he could walk for his graduation. The other people interviewing for the job had jeans, t-shirts, and boots, but Venny was dressed up in his suit and tie. Venny got the job!



CHAPTER 3:

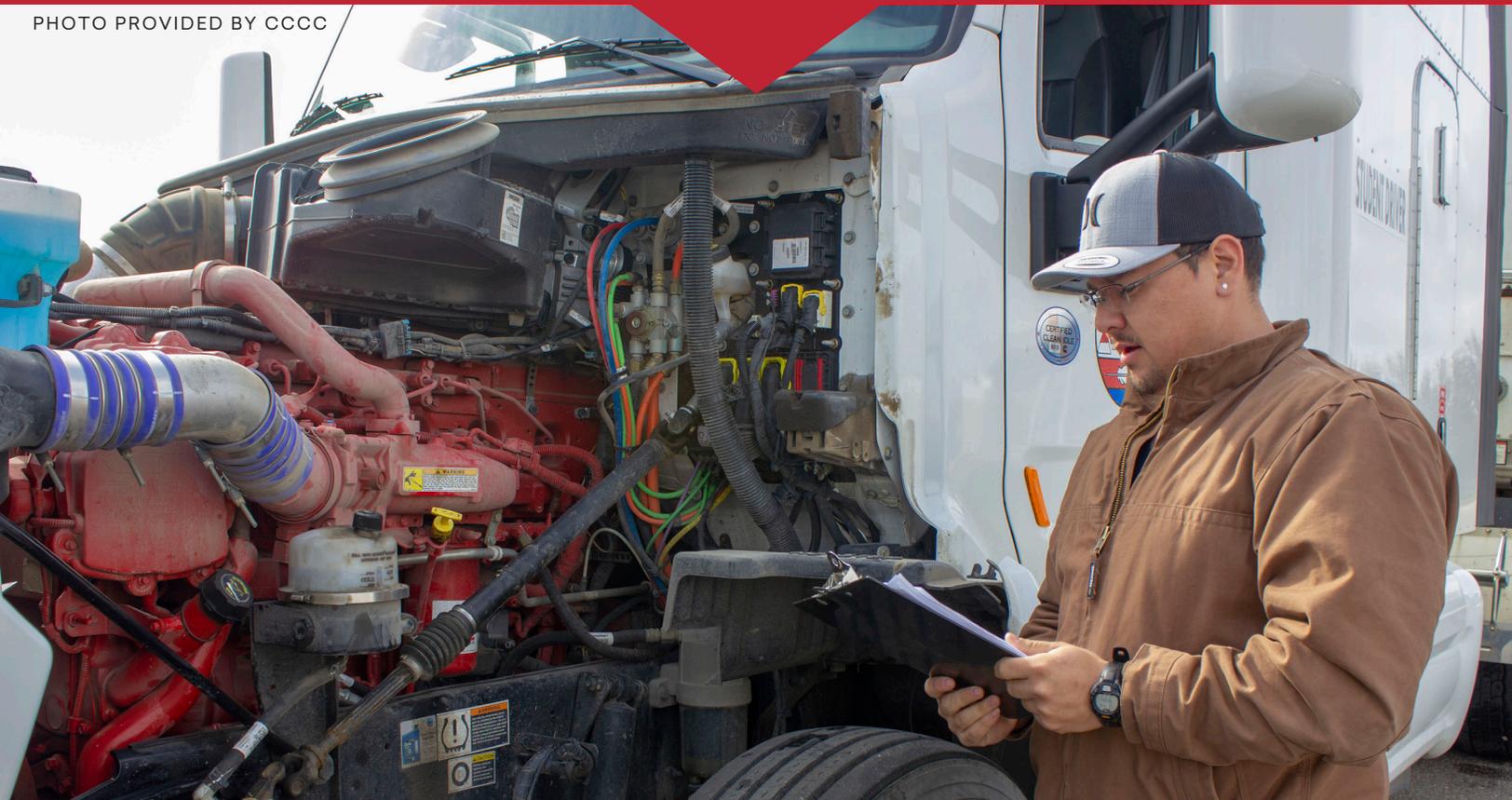
Investment Analysis

The benefits generated by the NDATC affect the lives of many people. The most obvious beneficiaries are the colleges' students; they give up time and money to go to the colleges in return for a lifetime of higher wages and improved quality of life. But the benefits do not stop there. As students earn more, communities and citizens throughout North Dakota and the U.S. benefit from an enlarged economy and a reduced demand for social services. In the form of increased tax revenues and public sector savings, the benefits of education extend as far as the state and local and federal government.

Investment analysis is the process of evaluating total costs and measuring these against total benefits to determine whether or not a proposed venture will be profitable. If benefits outweigh costs, then the investment is worthwhile. If costs outweigh benefits, then the investment will lose money and is thus considered infeasible. In this chapter, we consider the NDATC as a worthwhile investment from the perspectives of students, taxpayers, and society.



PHOTO PROVIDED BY CCCC



Student perspective

To enroll in postsecondary education, students pay money for tuition and forego monies that otherwise they would have earned had they chosen to work instead of attend college. From the perspective of students, education is the same as an investment; i.e., they incur a cost, or put up a certain amount of money, with the expectation of receiving benefits in return. The total costs consist of the monies that students pay in the form of tuition and fees and the opportunity costs of foregone time and money. The benefits are the higher earnings that students receive as a result of their education.

Calculating student costs

Student costs consist of two main items: direct outlays and opportunity costs. Direct outlays include tuition and fees, equal to \$6 million from Figure 1.1. Direct outlays also include the cost of books and supplies. On average, full-time students spent \$1,039 each on books and supplies during the reporting year.²² Multiplying this figure by the number of full-time equivalents (FTEs) produced by the NDATC in FY 2018-19²³ generates a total cost of \$1.1 million for books and supplies.

In addition to the cost of tuition, books, and supplies, students also experienced an opportunity cost of attending college during the analysis year. Opportunity cost is the most difficult component of student costs to estimate. It measures the value of time and earnings foregone by students who go to the colleges rather than work. To calculate it, we need to know the difference between the students' full earning potential and what they actually earn while attending the colleges.

We derive the students' full earning potential by weighting the average annual earnings levels in Table 1.5 according to the education level breakdown of the student population when they first enrolled.²⁴ However, the earnings levels in Table 1.5 reflect what average workers earn at the midpoint of their careers, not while attending the colleges. Because of this, we adjust the earnings levels to the average age of the student population (27) to better reflect their wages at their current age.²⁵ This calculation yields an average full earning potential of \$19,641 per student.

²² Based on the data provided by the colleges.

²³ A single FTE is equal to 30 CHEs for undergraduate students and 24 CHEs for graduate students, so there were 1,135 FTEs produced by students in FY 2018-19, equal to 34,246 CHEs divided by 30 (excluding personal enrichment students).

²⁴ This is based on students who reported their prior level of education to NDATC. The prior level of education data was then adjusted to exclude dual credit high school students.

²⁵ Further discussion on this adjustment appears in Appendix 7.



STUDENT COSTS



Out-of-Pocket Expenses



Opportunity Costs

STUDENT BENEFITS



Higher Earnings from Education



In determining how much students earn while enrolled in postsecondary education, an important factor to consider is the time that they actually spend on postsecondary education, since this is the only time that they are required to give up a portion of their earnings. We use the students' CHE production as a proxy for time, under the assumption that the more CHEs students earn, the less time they have to work, and, consequently, the greater their foregone earnings. Overall, students attending the NDATC earned an average of 10.8 CHEs per student (excluding personal enrichment students and dual credit high school students), which is approximately equal to 36% of a full academic year.²⁶ We thus include no more than \$7,101 (or 36%) of the students' full earning potential in the opportunity cost calculations.

Another factor to consider is the students' employment status while enrolled in postsecondary education. It is estimated that 50% of students are employed.²⁷ For the remainder of students, we assume that they are either seeking work or planning to seek work once they complete their educational goals (with the exception of personal enrichment students, who are not included in this calculation). By choosing to enroll, therefore, non-working students give up everything that they can potentially earn during the academic year (i.e., the \$7,101). The total value of their foregone earnings thus comes to \$11.2 million.

Working students are able to maintain all or part of their earnings while enrolled. However, many of them hold jobs that pay less than statistical averages, usually because those are the only jobs they can find that accommodate their course schedule. These jobs tend to be at entry level, such as restaurant servers or cashiers. To account for this, we assume that working students hold jobs that pay 69% of what they would have earned had they chosen to work full-time rather than go to college.²⁸ The remaining 31% comprises the percentage of their full earning potential that they forego. Obviously this assumption varies by person; some students forego more and others less. Since we do not know the actual jobs that students hold while attending, the 31% in foregone earnings serves as a reasonable average.

Working students also give up a portion of their leisure time in order to attend higher education institutions. According to the Bureau of Labor Statistics American Time Use Survey, students forego up to 0.5 hours of leisure time per day.²⁹ Assuming that an hour of leisure is equal in value to an hour of work,

26 Equal to 10.8 CHEs divided by 30 for the proportion of undergraduate students and 24 for the proportion of graduate students, the assumed number of CHEs in a full-time academic year.

27 Emsi provided estimates of the percentage of students employed for colleges that were unable to provide data. This figure excludes dual credit high school students, who are not included in the opportunity cost calculations.

28 The 69% assumption is based on the average hourly wage of jobs commonly held by working students divided by the national average hourly wage. Occupational wage estimates are published by the Bureau of Labor Statistics (see http://www.bls.gov/oes/current/oes_nat.htm).

29 "Charts by Topic: Leisure and Sports Activities," American Time Use Survey, Last modified December 2016. <http://www.bls.gov/tus/charts/leisure.htm>.



we derive the total cost of leisure by multiplying the number of leisure hours foregone during the academic year by the average hourly pay of the students' full earning potential. For working students, therefore, their total opportunity cost is \$4.2 million, equal to the sum of their foregone earnings (\$3.4 million) and foregone leisure time (\$733.9 thousand).

The steps leading up to the calculation of student costs appear in Table 3.1. Direct outlays amount to \$7.1 million, the sum of tuition and fees (\$6 million) and books and supplies (\$1.1 million), not including \$9.9 thousand in direct outlays of personal enrichment students (those students are excluded from the cost calculations). Opportunity costs for working and non-working students amount to \$8.6 million, excluding \$6.8 million in offsetting residual aid that is paid directly to students.³⁰ Summing direct outlays and opportunity costs together yields a total of \$15.7 million in present value student costs.

TABLE 3.1: PRESENT VALUE OF STUDENT COSTS, FY 2018-19 (THOUSANDS)

Direct outlays in FY 2018-19	
Tuition and fees	\$6,005
Books and supplies	\$1,102
Less direct outlays of personal enrichment students	-\$10
Total direct outlays	\$7,096
Opportunity costs in FY 2018-19	
Earnings foregone by non-working students	\$11,248
Earnings foregone by working students	\$3,437
Value of leisure time foregone by working students	\$734
Less residual aid	-\$6,810
Total opportunity costs	\$8,608
Total present value student costs	\$15,705

Source: Based on data provided by the colleges and outputs of the Emsi impact model.

Linking education to earnings

Having estimated the costs of education to students, we weigh these costs against the benefits that students receive in return. The relationship between education and earnings is well documented and forms the basis for determining student benefits. As shown in Table 1.5, state mean earnings levels at the midpoint of the average-aged worker's career increase as people achieve higher levels of education. The differences between state earnings levels define the incremental benefits of moving from one education level to the next.

³⁰ Residual aid is the remaining portion of scholarship or grant aid distributed directly to a student after the colleges apply tuition and fees.



A key component in determining the students' return on investment is the value of their future benefits stream; i.e., what they can expect to earn in return for the investment they make in education. We calculate the future benefits stream to the colleges' FY 2018-19 students first by determining their average annual increase in earnings, equal to \$4.1 million. This value represents the higher wages that accrue to students at the midpoint of their careers and is calculated based on the marginal wage increases of the CHEs that students complete while attending the colleges. Using the state of North Dakota earnings, the marginal wage increase per CHE is \$120. For a full description of the methodology used to derive the \$4.1 million, see Appendix 7.

The second step is to project the \$4.1 million annual increase in earnings into the future, for as long as students remain in the workforce. We do this using the Mincer function to predict the change in earnings at each point in an individual's working career.³¹ The Mincer function originated from Mincer's seminal work on human capital (1958). The function estimates earnings using an individual's years of education and post-schooling experience. While some have criticized Mincer's earnings function, it is still upheld in recent data and has served as the foundation for a variety of research pertaining to labor economics. Card (1999 and 2001) addresses a number of these criticisms using U.S. based research over the last three decades and concludes that any upward bias in the Mincer parameters is on the order of 10% or less. We use state-specific and education level-specific Mincer coefficients. To account for any upward bias, we incorporate a 10% reduction in our projected earnings, otherwise known as the ability bias. With the \$4.1 million representing the students' higher earnings at the midpoint of their careers, we apply scalars from the Mincer function to yield a stream of projected future benefits that gradually increase from the time students enter the workforce, peak shortly after the career midpoint, and then dampen slightly as students approach retirement at age 67. This earnings stream appears in Column 2 of Table 3.2.

As shown in Table 3.2, the \$4.1 million in gross higher earnings occurs around Year 14, which is the approximate midpoint of the students' future working careers given the average age of the student population and an assumed retirement age of 67. In accordance with the Mincer function, the gross higher earnings that accrue to students in the years leading up to the midpoint are less than \$4.1 million and the gross higher earnings in the years after the midpoint are greater than \$4.1 million.

The final step in calculating the students' future benefits stream is to net out the potential benefits generated by students who are either not yet active in the workforce or who leave the workforce over time. This adjustment appears in

31 Appendix 7 provides more information on the Mincer function and how it is used to predict future earnings growth.



TABLE 3.2: PROJECTED BENEFITS AND COSTS, STUDENT PERSPECTIVE

1	2	3	4	5	6
Year	Gross higher earnings to students (millions)	% active in workforce*	Net higher earnings to students (millions)	Student costs (millions)	Net cash flow (millions)
0	\$2.4	21%	\$0.5	\$15.7	-\$15.2
1	\$2.5	36%	\$0.9	\$0.0	\$0.9
2	\$2.7	43%	\$1.1	\$0.0	\$1.1
3	\$2.8	54%	\$1.5	\$0.0	\$1.5
4	\$2.9	70%	\$2.1	\$0.0	\$2.1
5	\$3.1	93%	\$2.9	\$0.0	\$2.9
6	\$3.2	93%	\$3.0	\$0.0	\$3.0
7	\$3.3	93%	\$3.1	\$0.0	\$3.1
8	\$3.5	93%	\$3.2	\$0.0	\$3.2
9	\$3.6	93%	\$3.3	\$0.0	\$3.3
10	\$3.7	93%	\$3.4	\$0.0	\$3.4
11	\$3.8	93%	\$3.5	\$0.0	\$3.5
12	\$3.9	93%	\$3.6	\$0.0	\$3.6
13	\$4.0	92%	\$3.7	\$0.0	\$3.7
14	\$4.1	92%	\$3.8	\$0.0	\$3.8
15	\$4.2	92%	\$3.9	\$0.0	\$3.9
16	\$4.3	92%	\$3.9	\$0.0	\$3.9
17	\$4.4	92%	\$4.0	\$0.0	\$4.0
18	\$4.4	92%	\$4.1	\$0.0	\$4.1
19	\$4.5	91%	\$4.1	\$0.0	\$4.1
20	\$4.5	91%	\$4.1	\$0.0	\$4.1
21	\$4.6	91%	\$4.2	\$0.0	\$4.2
22	\$4.6	91%	\$4.2	\$0.0	\$4.2
23	\$4.6	90%	\$4.2	\$0.0	\$4.2
24	\$4.6	90%	\$4.2	\$0.0	\$4.2
25	\$4.7	89%	\$4.2	\$0.0	\$4.2
26	\$4.6	89%	\$4.1	\$0.0	\$4.1
27	\$4.6	88%	\$4.1	\$0.0	\$4.1
28	\$4.6	88%	\$4.0	\$0.0	\$4.0
29	\$4.6	87%	\$4.0	\$0.0	\$4.0
30	\$4.5	87%	\$3.9	\$0.0	\$3.9
31	\$4.5	86%	\$3.8	\$0.0	\$3.8
32	\$4.4	85%	\$3.8	\$0.0	\$3.8
33	\$4.3	85%	\$3.7	\$0.0	\$3.7
34	\$4.3	84%	\$3.6	\$0.0	\$3.6
35	\$4.2	83%	\$3.5	\$0.0	\$3.5
36	\$4.1	82%	\$3.4	\$0.0	\$3.4
37	\$3.4	81%	\$2.8	\$0.0	\$2.8
38	\$3.1	81%	\$2.5	\$0.0	\$2.5
39	\$2.5	80%	\$2.0	\$0.0	\$2.0
40	\$1.5	79%	\$1.2	\$0.0	\$1.2
Present value			\$53.9	\$15.7	\$38.2

Internal rate of return	Benefit-cost ratio	Payback period (no. of years)
16.2%	3.4	7.2

* Includes the "settling-in" factors and attrition.

Source: Emsi impact model.



Column 3 of Table 3.2 and represents the percentage of the FY 2018-19 student population that will be employed in the workforce in a given year. Note that the percentages in the first five years of the time horizon are relatively lower than those in subsequent years. This is because many students delay their entry into the workforce, either because they are still enrolled at the colleges or because they are unable to find a job immediately upon graduation. Accordingly, we apply a set of “settling-in” factors to account for the time needed by students to find employment and settle into their careers. As discussed in Chapter 2, settling-in factors delay the onset of the benefits by one to three years for students who graduate with a certificate or a degree and by one to five years for degree-seeking students who do not complete during the analysis year.

Beyond the first five years of the time horizon, students will leave the workforce for any number of reasons, whether death, retirement, or unemployment. We estimate the rate of attrition using the same data and assumptions applied in the calculation of the attrition rate in the economic impact analysis of Chapter 2.³² The likelihood of leaving the workforce increases as students age, so the attrition rate is more aggressive near the end of the time horizon than in the beginning. Column 4 of Table 3.2 shows the net higher earnings to students after accounting for both the settling-in patterns and attrition.

Return on investment for students

Having estimated the students’ costs and their future benefits stream, the next step is to discount the results to the present to reflect the time value of money. For the student perspective we assume a discount rate of 5.1% (see below). Because students tend to rely upon debt to pay for their educations—i.e. they are negative savers—their discount rate is based upon student loan interest rates.³³ In Appendix 2, we conduct a sensitivity analysis of this discount rate. The present value of the benefits is then compared to student costs to derive the investment analysis results, expressed in terms of a benefit-cost ratio, rate of return, and payback period. The investment is feasible if returns match or exceed the minimum threshold values; i.e., a benefit-cost ratio greater than 1.0, a rate of return that exceeds the discount rate, and a reasonably short payback period.

In Table 3.2, the net higher earnings of students yield a cumulative discounted sum of approximately \$53.9 million, the present value of all of the future earnings increments (see the bottom section of Column 4). This may also be interpreted



Discount rate

The discount rate is a rate of interest that converts future costs and benefits to present values. For example, \$1,000 in higher earnings realized 30 years in the future is worth much less than \$1,000 in the present. All future values must therefore be expressed in present value terms in order to compare them with investments (i.e., costs) made today. The selection of an appropriate discount rate, however, can become an arbitrary and controversial undertaking. As suggested in economic theory, the discount rate should reflect the investor’s opportunity cost of capital, i.e., the rate of return one could reasonably expect to obtain from alternative investment schemes. In this study we assume a 5.1% discount rate from the student perspective and a 1.5% discount rate from the perspectives of taxpayers and society.

32 See the discussion of the alumni impact in Chapter 2. The main sources for deriving the attrition rate are the National Center for Health Statistics, the Social Security Administration, and the Bureau of Labor Statistics. Note that we do not account for migration patterns in the student investment analysis because the higher earnings that students receive as a result of their education will accrue to them regardless of where they find employment.

33 The student discount rate is derived from the baseline forecasts for the 10-year Treasury rate published by the Congressional Budget Office. See the Congressional Budget Office, Student Loan and Pell Grant Programs – May 2019 Baseline. <https://www.cbo.gov/system/files?file=2019-06551310-2019-05-studentloan.pdf>.

as the gross capital asset value of the students' higher earnings stream. In effect, the aggregate FY 2018-19 student body is rewarded for its investment in the NDATC with a capital asset valued at \$53.9 million.

The students' cost of attending the colleges is shown in Column 5 of Table 3.2, equal to a present value of \$15.7 million. Comparing the cost with the present value of benefits yields a student benefit-cost ratio of 3.4 (equal to \$53.9 million in benefits divided by \$15.7 million in costs).

Another way to compare the same benefits stream and associated cost is to compute the rate of return. The rate of return indicates the interest rate that a bank would have to pay a depositor to yield an equally attractive stream of future payments.³⁴ Table 3.2 shows students of the NDATC earning average returns of 16.2% on their investment of time and money. This is a favorable return compared, for example, to approximately 1% on a standard bank savings account, or 10% on stocks and bonds (30-year average return).

Note that returns reported in this study are real returns, not nominal. When a bank promises to pay a certain rate of interest on a savings account, it employs an implicitly nominal rate. Bonds operate in a similar manner. If it turns out that the inflation rate is higher than the stated

rate of return, then money is lost in real terms. In contrast, a real rate of return is on top of inflation. For example, if inflation is running at 3% and a nominal percentage of 5% is paid, then the real rate of return on the investment is only 2%. In Table 3.2, the 16.2% student rate of return is a real rate. With an inflation rate of 2.2% (the average rate reported over the past 20 years as per the U.S. Department of Commerce, Consumer Price Index), the corresponding nominal rate of return is 18.4%, higher than what is reported in Table 3.2.

The payback period is defined as the length of time it takes to entirely recoup the initial investment.³⁵ Beyond that point, returns are what economists would call pure costless rent. As indicated in Table 3.2, students at the NDATC see, on average, a payback period of 7.2 years, meaning 7.2 years after their initial investment

*NDATC students see an average rate of return of **16.2%** for their investment of time and money.*

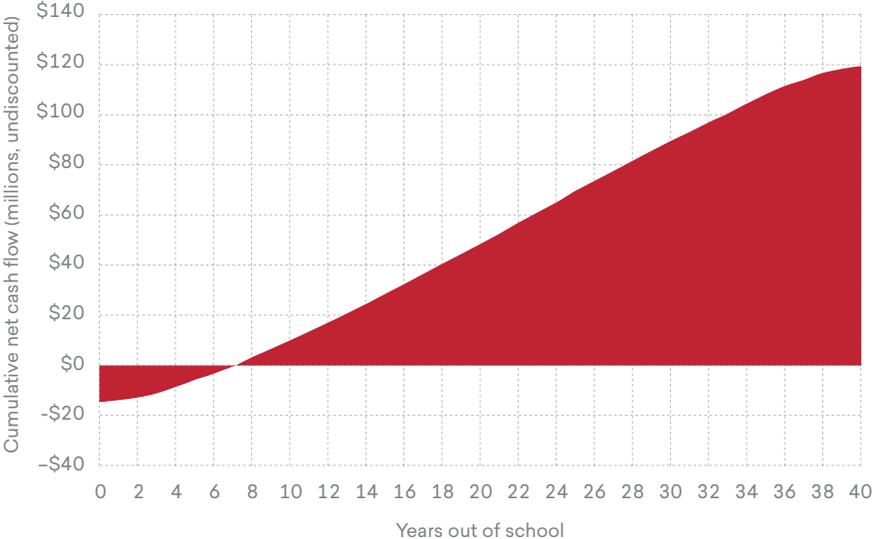
34 Rates of return are computed using the familiar internal rate-of-return calculation. Note that, with a bank deposit or stock market investment, the depositor puts up a principal, receives in return a stream of periodic payments, and then recovers the principal at the end. Someone who invests in education, on the other hand, receives a stream of periodic payments that include the recovery of the principal as part of the periodic payments, but there is no principal recovery at the end. These differences notwithstanding comparable cash flows for both bank and education investors yield the same internal rate of return.

35 Payback analysis is generally used by the business community to rank alternative investments when safety of investments is an issue. Its greatest drawback is it does not take into account the time value of money. The payback period is calculated by dividing the cost of the investment by the net return per period. In this study, the cost of the investment includes tuition and fees plus the opportunity cost of time; it does not take into account student living expenses.



of foregone earnings and out-of-pocket costs, they will have received enough higher future earnings to fully recover those costs (Figure 3.1).

FIGURE 3.1: STUDENT PAYBACK PERIOD



Source: Emsi impact model.



Taxpayer perspective

From the taxpayer perspective, the pivotal step is to determine the public benefits that specifically accrue to local, state, and federal government. For example, benefits resulting from earnings growth are limited to increased tax payments. Similarly, savings related to improved health, reduced crime, and fewer welfare and unemployment claims, discussed below, are limited to those received strictly by the government. In all instances, benefits to private residents and local businesses are excluded. In this section, we examine taxpayer benefits at the national and state levels.

Growth in national tax revenues

As a result of their time at the colleges, students earn more because of the skills they learned while attending the colleges, and businesses earn more because student skills make capital more productive (buildings, machinery, and everything else). This in turn raises profits and other business property income. Together, increases in labor and non-labor (i.e., capital) income are considered the effect of a skilled workforce. These in turn increase tax revenues since the government is able to apply tax rates to higher earnings.

Estimating the effect of the NDATC on increased tax revenues begins with the present value of the students' future earnings stream, which is displayed in Column 4 of Table 3.2. To these net higher earnings, we apply a multiplier derived from Emsi's MR-SAM model to estimate the added labor income created in the nation as students and businesses spend their higher earnings.³⁶ As labor income increases, so does non-labor income, which consists of monies gained through investments. To calculate the growth in non-labor income, we multiply the increase in labor income by a ratio of the gross state product to total labor income. We also include the spending impacts discussed in Chapter 2 that were created in FY 2018-19 from operations and student spending. To each of these, we apply the prevailing tax rates so we capture only the tax revenues attributable to the government from this additional revenue.

We apply another reduction factor to account for the students' alternative education opportunities. This is the same adjustment that we use in the calculation of the alumni impact in Chapter 2 and is designed to account for the counterfactual scenario where the colleges do not exist. The assumption in this case is that any benefits generated by students who could have received an education even without the colleges cannot be counted as new benefits

³⁶ For a full description of the Emsi MR-SAM model, see Appendix 6.



TAXPAYER COSTS



Federal/State/Local Funding

TAXPAYER BENEFITS



Increased Tax Revenue



Avoided Costs to
Federal/State/Local Government



to taxpayers. For this analysis, we assume an alternative education variable of 15%, meaning that 15% of the student population at the colleges would have generated benefits anyway even without the colleges. For more information on the alternative education variable, see Appendix 8.

We apply a final adjustment factor to account for the “shutdown point” that nets out benefits that are not directly linked to the government costs of supporting the colleges. As with the alternative education variable discussed under the alumni impact, the purpose of this adjustment is to account for counterfactual scenarios. In this case, the counterfactual scenario is where government funding for the NDATC did not exist and the colleges had to derive the revenue elsewhere. To estimate this shutdown point, we apply a sub-model that simulates the students’ demand curve for education by reducing taxpayer support to zero and progressively increasing student tuition and fees. As student tuition and fees increase, enrollment declines. For the NDATC, the shutdown point adjustment is 0%, meaning that the colleges could not operate without taxpayer support. As such, no reduction applies. For more information on the theory and methodology behind the estimation of the shutdown point, see Appendix 10.

After adjusting for attrition, alternative education opportunities, and the shutdown point, we calculate the present value of the future added tax revenues that occur in the nation, equal to \$65.7 million. Recall from the discussion of the student return on investment that the present value represents the sum of the future benefits that accrue each year over the course of the time horizon, discounted to current year dollars to account for the time value of money. Given that the stakeholder in this case is the public sector, we use the discount rate of 1.5%. This is the real treasury interest rate recommended by the Office of Management and Budget (OMB) for 30-year investments, and in Appendix 2, we conduct a sensitivity analysis of this discount rate.³⁷

National government savings

In addition to the creation of higher tax revenues to the government, education is statistically associated with a variety of lifestyle changes that generate social savings, also known as external or incidental benefits of education. These represent the avoided costs to the government that otherwise would have been drawn from public resources absent the education provided by the colleges. Government savings appear in Figure 3.2 and Table 3.3 and break down into three main categories: 1) health savings, 2) crime savings, and 3) income assistance savings. Health savings include avoided medical costs that would have otherwise been covered by the government. Crime savings consist of

³⁷ Office of Management and Budget. “Discount Rates for Cost-Effectiveness Analysis of Federal Programs.” *Real Interest Rates on Treasury Notes and Bonds of Specified Maturities (in Percent)*. Last modified May 2019. <https://www.whitehouse.gov/wp-content/uploads/2018/12/Discount-History.pdf>.



avoided costs to the justice system (i.e., police protection, judicial and legal, and corrections). Income assistance benefits comprise avoided costs due to the reduced number of welfare and unemployment insurance claims.

The model quantifies government savings by calculating the probability at each education level that individuals will have poor health, commit crimes, or claim welfare and unemployment benefits. Deriving the probabilities involves assembling data from a variety of studies and surveys analyzing the correlation between education and health, crime, and income assistance at the national level. We spread the probabilities across the education ladder and multiply the marginal differences by the number of students who achieved CHEs at each step. The sum of these marginal differences counts as the upper bound measure of the number of students who, due to the education they received at the colleges, will not have poor health, commit crimes, or demand income assistance. We dampen these results by the ability bias adjustment discussed earlier in the student perspective section and in Appendix 7 to account for factors (besides education) that influence individual behavior. We then multiply the marginal effects of education times the associated costs of health, crime, and income assistance.³⁸ Finally, we apply the same adjustments for attrition, alternative education, and the shutdown point to derive the net savings to the government. Total government savings appear in Figure 3.2 and sum to \$4.9 million.

Table 3.3 displays all benefits to national taxpayers. The first row shows the added tax revenues created in the nation, equal to \$65.7 million, from students' higher earnings, increases in non-labor income, and spending impacts. The sum of the government savings and the added income in the nation is \$70.6 million, as shown in the bottom row of Table 3.3. These savings continue to accrue in the future as long as the FY 2018-19 student population of the colleges remains in the workforce.

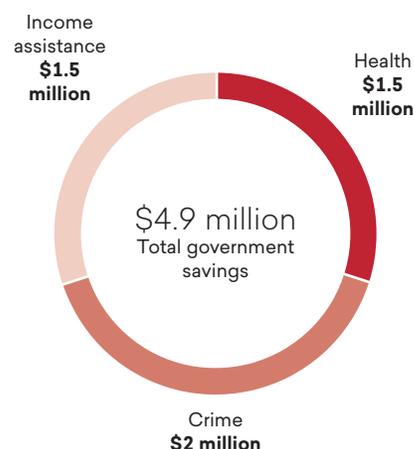
TABLE 3.3: PRESENT VALUE OF ADDED TAX REVENUE AND GOVERNMENT SAVINGS IN THE U.S. (THOUSANDS)

Added tax revenue	\$65,655
Government savings	
Health-related savings	\$1,511
Crime-related savings	\$1,972
Income assistance savings	\$1,460
Total government savings	\$4,944
Total taxpayer benefits	\$70,599

Source: Emsi impact model.

38 For a full list of the data sources used to calculate the social externalities, see the Resources and References section. See also Appendix 11 for a more in-depth description of the methodology.

FIGURE 3.2: PRESENT VALUE OF NATIONAL GOVERNMENT SAVINGS



Source: Emsi impact model.

In addition to the creation of higher tax revenues to the government, education is statistically associated with a variety of lifestyle changes that generate social savings.



TABLE 3.4: PROJECTED BENEFITS AND COSTS, NATIONAL TAXPAYER PERSPECTIVE

1	2	3	4
Year	Benefits to taxpayers (millions)	State & local & federal gov't costs (millions)	Net cash flow (millions)
0	\$16.0	\$64.2	-\$48.2
1	\$0.5	\$0.0	\$0.5
2	\$0.7	\$0.0	\$0.7
3	\$0.9	\$0.0	\$0.9
4	\$1.2	\$0.0	\$1.2
5	\$1.6	\$0.0	\$1.6
6	\$1.7	\$0.0	\$1.7
7	\$1.7	\$0.0	\$1.7
8	\$1.8	\$0.0	\$1.8
9	\$1.8	\$0.0	\$1.8
10	\$1.9	\$0.0	\$1.9
11	\$2.0	\$0.0	\$2.0
12	\$2.0	\$0.0	\$2.0
13	\$2.0	\$0.0	\$2.0
14	\$2.1	\$0.0	\$2.1
15	\$2.1	\$0.0	\$2.1
16	\$2.2	\$0.0	\$2.2
17	\$2.2	\$0.0	\$2.2
18	\$2.2	\$0.0	\$2.2
19	\$2.2	\$0.0	\$2.2
20	\$2.3	\$0.0	\$2.3
21	\$2.3	\$0.0	\$2.3
22	\$2.3	\$0.0	\$2.3
23	\$2.3	\$0.0	\$2.3
24	\$2.3	\$0.0	\$2.3
25	\$2.3	\$0.0	\$2.3
26	\$2.2	\$0.0	\$2.2
27	\$2.2	\$0.0	\$2.2
28	\$2.2	\$0.0	\$2.2
29	\$2.2	\$0.0	\$2.2
30	\$2.1	\$0.0	\$2.1
31	\$2.1	\$0.0	\$2.1
32	\$2.1	\$0.0	\$2.1
33	\$2.0	\$0.0	\$2.0
34	\$2.0	\$0.0	\$2.0
35	\$1.9	\$0.0	\$1.9
36	\$1.8	\$0.0	\$1.8
37	\$1.5	\$0.0	\$1.5
38	\$1.4	\$0.0	\$1.4
39	\$1.1	\$0.0	\$1.1
40	\$0.7	\$0.0	\$0.7
Present value	\$70.6	\$64.2	\$6.4

Internal rate of return	Benefit-cost ratio	Payback period (no. of years)
2.2%	1.1	25.8

Source: Emsi impact model.



Return on investment for national taxpayers

Taxpayer costs are reported in Table 3.4 and come to \$64.2 million, equal to the contribution of local, state, and federal government to the NDATC. In return for their public support, national taxpayers are rewarded with an investment benefit-cost ratio of 1.1 (= \$70.6 million ÷ \$64.2 million), indicating a profitable investment.

At 2.2%, the rate of return to taxpayers is favorable. Given that the stakeholder in this case is the public sector, we use the discount rate of 1.5%, the real treasury interest rate recommended by the Office of Management and Budget for 30-year investments.³⁹ This is the return governments are assumed to be able to earn on generally safe investments of unused funds, or alternatively, the interest rate for which governments, as relatively safe borrowers, can obtain funds. A rate of return of 1.5% would mean that the colleges just pay their own way. In principle, governments could borrow monies used to support the NDATC and repay the loans out of the resulting added taxes and reduced government expenditures. A rate of return of 2.2%, on the other hand, means that the colleges not only pay their own way, but also generate a surplus that the government can use to fund other programs. It is unlikely that other government programs could make such a claim.

*A rate of return of **2.2%** means that the NDATC not only pays its own way, but also generates a surplus that the government can use to fund other programs.*

North Dakota taxpayer benefits

We follow the same methodology to estimate the effect of the NDATC on increased tax revenues and government savings at the state level. In total, North Dakota taxpayer costs come to \$5.1 million, the sum of local and state government revenues. Table 3.5 displays all benefits to state taxpayers. The added tax revenues created in the state from students' higher earnings, increases in non-labor income, and spending impacts is equal to \$13.1 million. The sum of the government savings and the added income in the state is \$15.4 million, as shown in the bottom row of Table 3.5. These savings continue to accrue in the future as long as the FY 2018-19 student population of the colleges remain in the state workforce. The substantial benefits show that the NDATC is a worthwhile investment for North Dakota taxpayers.

TABLE 3.5: PRESENT VALUE OF ADDED TAX REVENUE AND GOVERNMENT SAVINGS IN NORTH DAKOTA (THOUSANDS)

Added tax revenue	\$13,141
Government savings	
Health-related savings	\$411
Crime-related savings	\$737
Income assistance savings	\$1,124
Total government savings	\$2,272
Total taxpayer benefits	\$15,412

Source: Emsi impact model.

39 Office of Management and Budget. "Discount Rates for Cost-Effectiveness Analysis of Federal Programs." *Real Interest Rates on Treasury Notes and Bonds of Specified Maturities (in Percent)*. Last modified May 2019. <https://www.whitehouse.gov/wp-content/uploads/2018/12/Discount-History.pdf>.





Social perspective

The U.S. benefits from the education that the colleges provide through the earnings that students create in the nation and through the savings that they generate through their improved lifestyles. To receive these benefits, however, members of society must pay money and forego services that they otherwise would have enjoyed if the NDATC did not exist. Society's investment in the NDATC stretches across a number of investor groups, from students to employers to taxpayers. We weigh the benefits generated by the NDATC to these investor groups against the total social costs of generating those benefits. The total social costs include all NDATC expenditures, all student expenditures less tuition and fees, and all student opportunity costs, totaling a present value of \$78.4 million.

On the benefits side, any benefits that accrue to the nation as a whole—including students, employers, taxpayers, and anyone else who stands to benefit from the activities of the NDATC—are counted as benefits under the social perspective. We group these benefits under the following broad headings: 1) increased earnings in the nation, and 2) social externalities stemming from improved health, reduced crime, and reduced unemployment in the nation (see the Beekeeper Analogy box for a discussion of externalities). Both of these benefits components are described more fully in the following sections.

Growth in economic base

In the process of absorbing the newly acquired skills of students who attend the colleges, not only does the productivity of the national workforce increase, but so does the productivity of its physical capital and assorted infrastructure. Students earn more because of the skills they learned while attending the colleges, and businesses earn more because student skills make capital more productive (buildings, machinery, and everything else). This in turn raises profits and other business property income. Together, increases in labor and non-labor (i.e., capital) income are considered the effect of a skilled workforce.

Estimating the effect of the NDATC on the economic base follows a similar process used when calculating increased tax revenues in the taxpayer perspective. However, instead of looking at just the tax revenue portion, we include all of the added earnings and business output. First, we calculate the students' future higher earnings stream. We factor in student attrition and alternative education opportunities to arrive at net higher earnings. We again apply multipliers derived from Emsi's MR-SAM model to estimate the added labor and non-labor income created in the nation as students and businesses



SOCIAL COSTS



NDATC Expenditures



Student Out-of-Pocket Expenses



Student Opportunity Costs

SOCIAL BENEFITS



Increased State Earnings



Avoided Costs to Society



spend their higher earnings and as businesses generate additional profits from this increased output. We also include the operations and student spending impacts discussed in Chapter 2 that were created in FY 2018-19. The shutdown point does not apply to the growth of the economic base because the social perspective captures not only the taxpayer support to the colleges, but also the support from the students and other non-government sources.

Using this process, we calculate the present value of the future added income that occurs in the nation, equal to \$253.5 million. Recall from the discussion of the student and taxpayer return on investment that the present value represents the sum of the future benefits that accrue each year over the course of the time horizon, discounted to current year dollars to account for the time value of money. As stated in the taxpayer perspective, given that the stakeholder in this case is the public sector, we use the discount rate of 1.5%.

Social savings

Similar to the government savings discussed above, society as a whole sees savings due to external or incidental benefits of education. These represent the avoided costs that otherwise would have been drawn from private and public resources absent the education provided by the colleges. Social benefits appear in Table 3.6 and break down into three main categories: 1) health savings, 2) crime savings, and 3) income assistance savings. These are similar to the categories from the taxpayer perspective above, although health savings now also include lost productivity and other effects associated with smoking, alcohol dependence, obesity, depression, and drug abuse. In addition to avoided costs to the justice system, crime savings also consist of avoided victim costs and benefits stemming from the added productivity of individuals who otherwise would have been incarcerated. Income assistance savings are comprised of the avoided government costs due to the reduced number of welfare and unemployment insurance claims.

Table 3.6 displays the results of the analysis. The first row shows the increased economic base in the nation, equal to \$253.5 million, from students' higher earnings and their multiplier effects, increases in non-labor income, and spending impacts. Social savings appear next, beginning with a breakdown of savings related to health. These include savings due to a reduced demand for medical treatment and social services, improved worker productivity and reduced absenteeism, and a reduced number of vehicle crashes and fires induced by alcohol or smoking-related incidents. Although the prevalence of these health conditions generally declines as individuals attain higher levels of education, prevalence rates are sometimes higher for individuals with certain levels of education. For example, adults with college degrees may be more likely to spend more on alcohol and become dependent on alcohol. Thus, in some



Beekeeper analogy

Beekeepers provide a classic example of positive externalities (sometimes called “neighborhood effects”). The beekeeper’s intention is to make money selling honey. Like any other business, receipts must at least cover operating costs. If they don’t, the business shuts down.

But from society’s standpoint, there is more. Flowers provide the nectar that bees need for honey production, and smart beekeepers locate near flowering sources such as orchards. Nearby orchard owners, in turn, benefit as the bees spread the pollen necessary for orchard growth and fruit production. This is an uncompensated external benefit of beekeeping, and economists have long recognized that society might actually do well to subsidize activities that produce positive externalities, such as beekeeping.

Educational institutions are like beekeepers. While their principal aim is to provide education and raise people’s earnings, in the process they create an array of external benefits. Students’ health and lifestyles are improved, and society indirectly benefits just as orchard owners indirectly benefit from beekeepers. Aiming at a more complete accounting of the benefits generated by education, the model tracks and accounts for many of these external social benefits.



cases the social savings associated with a health factor can be negative. Nevertheless, the overall health savings for society are positive, amounting to \$5.5 million. Crime savings amount to \$2.2 million, including savings associated with a reduced number of crime victims, added worker productivity, and reduced expenditures for police and law enforcement, courts and administration of justice, and corrective services. Finally, the present value of the savings related to income assistance amount to \$1.5 million, stemming from a reduced number of persons in need of welfare or unemployment benefits. All told, social savings amounted to \$9.2 million in benefits to communities and citizens in the U.S.

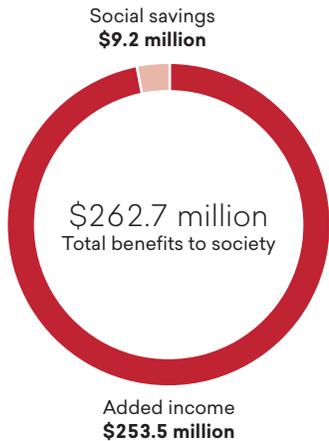
TABLE 3.6: PRESENT VALUE OF THE FUTURE INCREASED ECONOMIC BASE AND SOCIAL SAVINGS (THOUSANDS)

Increased economic base	\$253,494
Social savings	
Health	
Smoking	\$5,708
Alcohol dependence	-\$1,470
Obesity	\$2,017
Depression	-\$733
Drug abuse	\$6
Total health savings*	\$5,528
Crime	
Criminal justice system savings	\$1,953
Crime victim savings	\$41
Added productivity	\$209
Total crime savings	\$2,203
Income assistance	
Welfare savings	\$1,075
Unemployment savings	\$386
Total income assistance savings	\$1,460
Total social savings	\$9,191
Total, increased economic base + social savings	\$262,685

* In some cases, health savings may be negative. This is due to increased prevalence rates at certain education levels. Source: Emsi impact model.

The sum of the social savings and the increased economic base is \$262.7 million, as shown in the bottom row of Table 3.6 and in Figure 3.3. These savings accrue in the future as long as the FY 2018-19 student population of the NDATC remains in the workforce.

FIGURE 3.3: PRESENT VALUE OF BENEFITS TO SOCIETY



Source: Emsi impact model.



TABLE 3.7: PROJECTED BENEFITS AND COSTS, SOCIAL PERSPECTIVE

1	2	3	4
Year	Benefits to society (millions)	Social costs (millions)	Net cash flow (millions)
0	\$61.7	\$78.4	-\$16.7
1	\$1.9	\$0.0	\$1.9
2	\$2.4	\$0.0	\$2.4
3	\$3.1	\$0.0	\$3.1
4	\$4.2	\$0.0	\$4.2
5	\$5.9	\$0.0	\$5.9
6	\$6.1	\$0.0	\$6.1
7	\$6.3	\$0.0	\$6.3
8	\$6.6	\$0.0	\$6.6
9	\$6.8	\$0.0	\$6.8
10	\$7.0	\$0.0	\$7.0
11	\$7.2	\$0.0	\$7.2
12	\$7.3	\$0.0	\$7.3
13	\$7.5	\$0.0	\$7.5
14	\$7.7	\$0.0	\$7.7
15	\$7.8	\$0.0	\$7.8
16	\$8.0	\$0.0	\$8.0
17	\$8.1	\$0.0	\$8.1
18	\$8.2	\$0.0	\$8.2
19	\$8.3	\$0.0	\$8.3
20	\$8.3	\$0.0	\$8.3
21	\$8.4	\$0.0	\$8.4
22	\$8.4	\$0.0	\$8.4
23	\$8.4	\$0.0	\$8.4
24	\$8.4	\$0.0	\$8.4
25	\$8.4	\$0.0	\$8.4
26	\$8.3	\$0.0	\$8.3
27	\$8.3	\$0.0	\$8.3
28	\$8.2	\$0.0	\$8.2
29	\$8.1	\$0.0	\$8.1
30	\$7.9	\$0.0	\$7.9
31	\$7.8	\$0.0	\$7.8
32	\$7.6	\$0.0	\$7.6
33	\$7.4	\$0.0	\$7.4
34	\$7.2	\$0.0	\$7.2
35	\$7.0	\$0.0	\$7.0
36	\$6.8	\$0.0	\$6.8
37	\$5.6	\$0.0	\$5.6
38	\$5.0	\$0.0	\$5.0
39	\$4.2	\$0.0	\$4.2
40	\$2.4	\$0.0	\$2.4
Present value	\$262.7	\$78.4	\$184.3

Benefit-cost ratio

Payback period (no. of years)

3.4

4.9

Source: Emsi impact model.



Return on investment for society

Table 3.7 presents the stream of benefits accruing to the U.S. society and the total social costs of generating those benefits. Comparing the present value of the benefits and the social costs, we have a benefit-cost ratio of 3.4. This means that for every dollar invested in an education from the NDATC, whether it is the money spent on operations of the colleges or money spent by students on tuition and fees, an average of \$3.40 in benefits will accrue to society across the nation.⁴⁰

With and without social savings

Earlier in this chapter, social benefits attributable to education (improved health, reduced crime, and reduced demand for income assistance) were defined as externalities that are incidental to the operations of the NDATC. Some would question the legitimacy of including these benefits in the calculation of rates of return to education, arguing that only the tangible benefits (higher earnings) should be counted. Table 3.4, Table 3.5, and Table 3.7 are inclusive of social benefits reported as attributable to the NDATC. Recognizing the other point of view, Table 3.8 shows rates of return for both the taxpayer and social perspectives exclusive of social benefits. As indicated, returns are still above threshold values (a benefit-cost ratio greater than 1.0 and a rate of return greater than 1.5%), confirming that taxpayers receive value from investing in the NDATC.

TABLE 3.8: TAXPAYER AND SOCIAL PERSPECTIVES WITH AND WITHOUT SOCIAL SAVINGS

	Including social savings	Excluding social savings
Taxpayer perspective		
National taxpayer		
Net present value (millions)	\$6.4	\$1.5
Benefit-cost ratio	1.1	1.0
Internal rate of return	2.2%	1.7%
Payback period (no. of years)	25.8	29.0
State taxpayer		
Present value benefits (millions)	\$15.4	\$13.1
Social perspective		
Net present value (millions)	\$184.3	\$175.1
Benefit-cost ratio	3.4	3.2

Source: Emsi impact model.

⁴⁰ The rate of return is not reported for the social perspective because the beneficiaries of the investment are not necessarily the same as the original investors.



CHAPTER 4:
Conclusion



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WHILE the NDATC's value to North Dakota is larger than simply the economic impact, understanding the dollars and cents value is an important asset to understanding the colleges' value as a whole. In order to fully assess the NDATC's value to the economy, this report has evaluated the colleges from the perspectives of economic impact analysis and investment analysis.

From an economic impact perspective, we calculated that the NDATC generates a total economic impact of **\$145.1 million** in total added income for the state economy. This represents the sum of several different impacts, including the colleges':

- Operations spending impact (**\$55.5 million**);
- Student spending impact (**\$5.1 million**); and
- Alumni impact (**\$84.5 million**).

The total impact of \$145.1 million is equivalent to approximately **0.3%** of the total GSP of North Dakota and is equivalent to supporting **1,995 jobs**.

Since the NDATC's activity represents an investment by various parties, including students, taxpayers, and society as a whole, we also considered the colleges as an investment to see the value they provide to these investors. For each dollar invested by students, taxpayers, and society, the NDATC offers a benefit of **\$3.40**, **\$1.10**, and **\$3.40**, respectively. These results indicate that the NDATC is an attractive investment to students with rates of return that exceed alternative investment opportunities. At the same time, the presence of the colleges expands the national economy and creates a wide range of positive social benefits that accrue to taxpayers and society in general across the U.S. Additionally, North Dakota taxpayers will receive **\$15.4 million** in benefits over FY 2018-19 students' working lives.

Modeling the impact of the colleges is subject to many factors, the variability of which we considered in our sensitivity analysis (Appendix 2). With this variability accounted for, we present the findings of this study as a robust picture of the economic value of the NDATC.



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Appendix 1: North Dakota Association of Tribal Colleges

Institution	Credit students	Non-credit students	Total
Cankdeska Cikana Community College	239	36	275
Nueta Hidatsa Sahnish College	203	87	290
Sitting Bull College	418	-	418
Turtle Mountain Community College	768	273	1,041
United Tribes Technical College	535	713	1,248
North Dakota Association of Tribal Colleges	2,163	1,109	3,272

Appendix 2: Sensitivity Analysis

Sensitivity analysis measures the extent to which a model's outputs are affected by hypothetical changes in the background data and assumptions. This is especially important when those variables are inherently uncertain. This analysis allows us to identify a plausible range of potential results that would occur if the value of any of the variables is in fact different from what was expected. In this chapter we test the sensitivity of the model to the following input factors: 1) the alternative education variable, 2) the labor import effect variable, 3) the student employment variables, 4) the discount rate, and 5) the retained student variable.

Alternative education variable

The alternative education variable (15%) accounts for the counterfactual scenario where students would have to seek a similar education elsewhere absent the publicly-funded colleges in the state. Given the difficulty in accurately specifying the alternative education variable, we test the sensitivity of the national taxpayer and social investment analysis results to its magnitude. Variations in the alternative education assumption are calculated around base case results listed in the middle column of Table A2.1. Next, the model brackets the base case assumption on either side with a plus or minus 10%, 25%, and 50% variation in assumptions. Analyses are then repeated introducing one change at a time, holding all other variables constant. For example, an increase of 10% in the alternative education assumption (from 15% to 19%) reduces the social perspective benefit-cost ratio from 3.4 to 3.2. Likewise, a decrease of 10% (from 15% to 11%) in the assumption increases the benefit-cost ratio from 3.4 to 3.5.

TABLE A2.1 SENSITIVITY ANALYSIS OF ALTERNATIVE EDUCATION VARIABLE, TAXPAYER AND SOCIAL PERSPECTIVES

% variation in assumption	-50%	-25%	-10%	Base case	10%	25%	50%
Alternative education variable	8%	11%	14%	15%	17%	19%	23%
Taxpayer perspective, U.S.							
Net present value (millions)	\$13	\$10	\$8	\$6	\$5	\$3	<\$1
Rate of return	2.8%	2.5%	2.3%	2.2%	2.0%	1.8%	1.5%
Benefit-cost ratio	1.2	1.1	1.1	1.1	1.1	1.1	1.0
Social perspective							
Net present value (millions)	\$208	\$197	\$190	\$184	\$180	\$173	\$162
Benefit-cost ratio	3.7	3.5	3.4	3.4	3.3	3.2	3.1

Based on this sensitivity analysis, the conclusion can be drawn that the NDATC investment analysis results from the taxpayer and social perspectives are not very sensitive to relatively large variations in the alternative education variable. As indicated, social perspective results are still above their threshold levels (net present value greater than zero, benefit-cost ratio greater than 1.0, and rate of return greater than the discount rate of 1.5%), even when the alternative education assumption is increased by as much as 50% (from 15% to 23%). The conclusion is that although the assumption is difficult to specify, its impact on overall investment analysis results for the taxpayer and social perspectives is not very sensitive.

Labor import effect variable

The labor import effect variable only affects the alumni impact calculation in Table 2.6. In the model we assume a labor import effect variable of 50%, which means that 50% of the state’s labor demands would have been satisfied without the presence of the NDATC. In other words, businesses that hired the colleges’ students could have substituted some of these workers with equally-qualified people from outside the state had there been no NDATC students to hire. Therefore, we attribute only the remaining 50% of the initial labor income generated by increased alumni productivity to the colleges.

Table A2.2 presents the results of the sensitivity analysis for the labor import effect variable. As explained earlier, the assumption increases and decreases relative to the base case of 50% by the increments indicated in the table. Alumni productivity impacts attributable to the NDATC, for example, range from a high of \$126.7 million at a -50% variation to a low of \$42.2 million at a +50% variation from the base case assumption. This means that if the labor import effect variable increases, the impact that we claim as attributable to alumni decreases. Even under the most conservative assumptions, the alumni impact on the North Dakota economy still remains sizeable.

TABLE A2.2: SENSITIVITY ANALYSIS OF LABOR IMPORT EFFECT VARIABLE

% variation in assumption	-50%	-25%	-10%	Base case	10%	25%	50%
Labor import effect variable	25%	38%	45%	50%	55%	63%	75%
Alumni impact (millions)	\$127	\$106	\$93	\$84	\$76	\$63	\$42

Student employment variables

Student employment variables are difficult to estimate because many students do not report their employment status or because colleges generally do not collect this kind of information. Employment variables include the following: 1) the percentage of students who are employed while attending the colleges and 2) the percentage of earnings that working students receive relative to

the earnings they would have received had they not chosen to attend the colleges. Both employment variables affect the investment analysis results from the student perspective.

Students incur substantial expense by attending the colleges because of the time they spend not gainfully employed. Some of that cost is recaptured if students remain partially (or fully) employed while attending. It is estimated that 50% of students are employed.⁴¹ This variable is tested in the sensitivity analysis by changing it first to 100% and then to 0%.

The second student employment variable is more difficult to estimate. In this study we estimate that students who are working while attending the colleges earn only 69%, on average, of the earnings that they statistically would have received if not attending the colleges. This suggests that many students hold part-time jobs that accommodate their attendance at the colleges, though it is at an additional cost in terms of receiving a wage that is less than what they otherwise might make. The 69% variable is an estimation based on the average hourly wages of the most common jobs held by students while attending college relative to the average hourly wages of all occupations in the U.S. The model captures this difference in wages and counts it as part of the opportunity cost of time. As above, the 69% estimate is tested in the sensitivity analysis by changing it to 100% and then to 0%.

The changes generate results summarized in Table A2.3, with A defined as the percent of students employed and B defined as the percent that students earn relative to their full earning potential. Base case results appear in the shaded row; here the assumptions remain unchanged, with A equal to 50% and B equal to 69%. Sensitivity analysis results are shown in non-shaded rows. Scenario 1 increases A to 100% while holding B constant, Scenario 2 increases B to 100% while holding A constant, Scenario 3 increases both A and B to 100%, and Scenario 4 decreases both A and B to 0%.

TABLE A2.3: SENSITIVITY ANALYSIS OF STUDENT EMPLOYMENT VARIABLES

Variations in assumptions	Net present value (millions)	Internal rate of return	Benefit-cost ratio
Base case: A = 50%, B = 69%	\$38.2	16.2%	3.4
Scenario 1: A = 100%, B = 69%	\$45.2	25.5%	6.2
Scenario 2: A = 50%, B = 100%	\$41.6	19.6%	4.4
Scenario 3: A = 100%, B = 100%	\$52.1	99.0%	30.5
Scenario 4: A = 0%, B = 0%	\$31.3	12.1%	2.4

Note: A = percent of students employed; B = percent earned relative to statistical averages.

⁴¹ Emsi provided estimates of the percentage of students employed for colleges that were unable to provide data. This figure excludes dual credit high school students, who are not included in the opportunity cost calculations.

- **Scenario 1:** Increasing the percentage of students employed (A) from 50% to 100%, the net present value, internal rate of return, and benefit-cost ratio improve to \$45.2 million, 25.5%, and 6.2, respectively, relative to base case results. Improved results are attributable to a lower opportunity cost of time; all students are employed in this case.
- **Scenario 2:** Increasing earnings relative to statistical averages (B) from 69% to 100%, the net present value, internal rate of return, and benefit-cost ratio results improve to \$41.6 million, 19.6%, and 4.4, respectively, relative to base case results; a strong improvement, again attributable to a lower opportunity cost of time.
- **Scenario 3:** Increasing both assumptions A and B to 100% simultaneously, the net present value, internal rate of return, and benefit-cost ratio improve yet further to \$52.1 million, 99.0%, and 30.5, respectively, relative to base case results. This scenario assumes that all students are fully employed and earning full salaries (equal to statistical averages) while attending classes.
- **Scenario 4:** Finally, decreasing both A and B to 0% reduces the net present value, internal rate of return, and benefit-cost ratio to \$31.3 million, 12.1%, and 2.4, respectively, relative to base case results. These results are reflective of an increased opportunity cost; none of the students are employed in this case.⁴²

It is strongly emphasized in this section that base case results are very attractive in that results are all above their threshold levels. As is clearly demonstrated here, results of the first three alternative scenarios appear much more attractive, although they overstate benefits. Results presented in Chapter 3 are realistic, indicating that investments in the NDATC generate excellent returns, well above the long-term average percent rates of return in stock and bond markets.

Discount rate

The discount rate is a rate of interest that converts future monies to their present value. In investment analysis, the discount rate accounts for two fundamental principles: 1) the time value of money, and 2) the level of risk that an investor is willing to accept. Time value of money refers to the value of money after interest or inflation has accrued over a given length of time. An investor must be willing to forego the use of money in the present to receive compensation for it in the future. The discount rate also addresses the investors' risk preferences by serving as a proxy for the minimum rate of return that the proposed risky asset must be expected to yield before the investors will be persuaded to invest in it. Typically, this minimum rate of return is determined by the known

⁴² Note that reducing the percent of students employed to 0% automatically negates the percent they earn relative to full earning potential, since none of the students receive any earnings in this case.

returns of less risky assets where the investors might alternatively consider placing their money.

In this study, we assume a 5.1% discount rate for students and a 1.5% discount rate for society and taxpayers.⁴³ Similar to the sensitivity analysis of the alternative education variable, we vary the base case discount rates for students, taxpayers, and society on either side by increasing the discount rate by 10%, 25%, and 50%, and then reducing it by 10%, 25%, and 50%. Note that, because the rate of return and the payback period are both based on the undiscounted cash flows, they are unaffected by changes in the discount rate. As such, only variations in the net present value and the benefit-cost ratio are shown for students, taxpayers, and society in Table A2.4.

TABLE A2.4: SENSITIVITY ANALYSIS OF DISCOUNT RATE

% variation in assumption	-50%	-25%	-10%	Base case	10%	25%	50%
Student perspective							
Discount rate	2.5%	3.8%	4.5%	5.1%	5.6%	6.3%	7.6%
Net present value (millions)	\$67	\$50	\$43	\$38	\$34	\$29	\$26
Benefit-cost ratio	5.2	4.2	3.7	3.4	3.2	2.8	2.6
Taxpayer perspective, U.S.							
Discount rate	0.8%	1.1%	1.4%	1.5%	1.7%	1.9%	2.3%
Net present value (millions)	\$15	\$11	\$8	\$6	\$5	\$3	-\$1
Benefit-cost ratio	1.2	1.2	1.1	1.1	1.1	1.0	1.0
Social perspective							
Discount rate	0.8%	1.1%	1.4%	1.5%	1.7%	1.9%	2.3%
Net present value (millions)	\$217	\$200	\$190	\$184	\$179	\$170	\$158
Benefit-cost ratio	3.8	3.5	3.4	3.4	3.3	3.2	3.0

As demonstrated in the table, an increase in the discount rate leads to a corresponding decrease in the expected returns, and vice versa. For example, increasing the student discount rate by 50% (from 5.1% to 7.6%) reduces the students' benefit-cost ratio from 3.4 to 2.6. Conversely, reducing the discount rate for students by 50% (from 5.1% to 2.5%) increases the benefit-cost ratio from 3.4 to 5.2. The sensitivity analysis results for society and national taxpayers show the same inverse relationship between the discount rate and the benefit-cost ratio, with the variance in results being the greatest under the social perspective (from a 3.8 benefit-cost ratio at a -50% variation from the base case, to a 3.0 benefit-cost ratio at a 50% variation from the base case).

43 These values are based on the baseline forecasts for the 10-year Treasury rate published by the Congressional Budget Office and the real treasury interest rates recommended by the Office of Management and Budget for 30-year investments. See the Congressional Budget Office "Table 4. Projection of Borrower Interest Rates: CBO's April 2018 Baseline" and the Office of Management and Budget "Discount Rates for Cost-Effectiveness of Federal Programs."

Appendix 3: Glossary of Terms

Alternative education A “with” and “without” measure of the percent of students who would still be able to avail themselves of education if the colleges under analysis did not exist. An estimate of 10%, for example, means that 10% of students do not depend directly on the existence of the colleges in order to obtain their education.

Alternative use of funds A measure of how monies that are currently used to fund the colleges might otherwise have been used if the colleges did not exist.

Asset value Capitalized value of a stream of future returns. Asset value measures what someone would have to pay today for an instrument that provides the same stream of future revenues.

Attrition rate Rate at which students leave the workforce due to out-migration, unemployment, retirement, or death.

Benefit-cost ratio Present value of benefits divided by present value of costs. If the benefit-cost ratio is greater than 1, then benefits exceed costs, and the investment is feasible.

Counterfactual scenario What would have happened if a given event had not occurred. In the case of this economic impact study, the counterfactual scenario is a scenario where the colleges did not exist.

Credit hour equivalent Credit hour equivalent, or CHE, is defined as 15 contact hours of education if on a semester system, and 10 contact hours if on a quarter system. In general, it requires 450 contact hours to complete one full-time equivalent, or FTE.

Demand Relationship between the market price of education and the volume of education demanded (expressed in terms of enrollment). The law of the downward-sloping demand curve is related to the fact that enrollment increases only if the price (tuition and fees) is lowered, or conversely, enrollment decreases if price increases.

Discounting Expressing future revenues and costs in present value terms.

Earnings (labor income) Income that is received as a result of labor; i.e., wages.

Economics Study of the allocation of scarce resources among alternative and competing ends. Economics is not normative (what ought to be done), but positive (describes what is, or how people are likely to behave in response to economic changes).

Elasticity of demand Degree of responsiveness of the quantity of education demanded (enrollment) to changes in market prices (tuition and fees). If a decrease in fees increases or decreases total enrollment by a significant amount, demand is elastic. If enrollment remains the same or changes only slightly, demand is inelastic.

Externalities Impacts (positive and negative) for which there is no compensation. Positive externalities of education include improved social behaviors such as improved health, lower crime, and reduced demand for income assistance. Educational institutions do not receive compensation for these benefits, but benefits still occur because education is statistically proven to lead to improved social behaviors.

Gross state product Measure of the final value of all goods and services produced in a state after netting out the cost of goods used in production. Alternatively, gross state product (GSP) equals the combined incomes of all factors of production; i.e., labor, land and capital. These include wages, salaries, proprietors' incomes, profits, rents, and other. Gross state product is also sometimes called value added or added income.

Initial effect Income generated by the initial injection of monies into the economy through the payroll of the colleges and the higher earnings of their students.

Input-output analysis Relationship between a given set of demands for final goods and services and the implied amounts of manufactured inputs, raw materials, and labor that this requires. When educational institutions pay wages and salaries and spend money for supplies in the state, they also generate earnings in all sectors of the economy, thereby increasing the demand for goods and services and jobs. Moreover, as students enter or rejoin the workforce with higher skills, they earn higher salaries and wages. In turn, this generates more consumption and spending in other sectors of the economy.

Internal rate of return Rate of interest that, when used to discount cash flows associated with investing in education, reduces its net present value to zero (i.e., where the present value of revenues accruing from the investment are just equal to the present value of costs incurred). This, in effect, is the breakeven rate of return on investment since it shows the highest rate of interest at which the investment makes neither a profit nor a loss.

Multiplier effect Additional income created in the economy as the colleges and their students spend money in the state. It consists of the income created by the supply chain of the industries initially affected by the spending of the colleges and their students (i.e., the direct effect), income created by the supply chain of the initial supply chain (i.e., the indirect effect), and the income created by the increased spending of the household sector (i.e., the induced effect).

NAICS The North American Industry Classification System (NAICS) classifies North American business establishment in order to better collect, analyze, and publish statistical data related to the business economy.

Net cash flow Benefits minus costs, i.e., the sum of revenues accruing from an investment minus costs incurred.

Net present value Net cash flow discounted to the present. All future cash flows are collapsed into one number, which, if positive, indicates feasibility. The result is expressed as a monetary measure.

Non-labor income Income received from investments, such as rent, interest, and dividends.

Opportunity cost Benefits foregone from alternative B once a decision is made to allocate resources to alternative A. Or, if individuals choose to attend college, they forego earnings that they would have received had they chose instead to work full-time. Foregone earnings, therefore, are the “price tag” of choosing to attend college.

Payback period Length of time required to recover an investment. The shorter the period, the more attractive the investment. The formula for computing payback period is:

$$\text{Payback period} = \text{cost of investment} / \text{net return per period}$$

Appendix 4: Frequently Asked Questions (FAQs)

This appendix provides answers to some frequently asked questions about the results.

What is economic impact analysis?

Economic impact analysis quantifies the impact from a given economic event—in this case, the presence of the colleges—on the economy of a specified region.

What is investment analysis?

Investment analysis is a standard method for determining whether or not an existing or proposed investment is economically viable. This methodology is appropriate in situations where a stakeholder puts up a certain amount of money with the expectation of receiving benefits in return, where the benefits that the stakeholder receives are distributed over time, and where a discount rate must be applied in order to account for the time value of money.

Do the results differ by region, and if so, why?

Yes. Regional economic data are drawn from Emsi's proprietary MR-SAM model, the Census Bureau, and other sources to reflect the specific earnings levels, jobs numbers, unemployment rates, population demographics, and other key characteristics of the region served by the colleges. Therefore, model results for the colleges are specific to the given region.

Are the funds transferred to the colleges increasing in value, or simply being re-directed?

Emsi's approach is not a simple "rearranging of the furniture" where the impact of operations spending is essentially a restatement of the level of funding received by the colleges. Rather, it is an impact assessment of the additional income created in the region as a result of the colleges' spending on payroll and other non-pay expenditures, net of any impacts that would have occurred anyway if the colleges did not exist.

How do my rates of return compare to that of other institutions?

In general, Emsi discourages comparisons between systems or institutions since many factors, such as regional economic conditions, institutional differences, and student demographics are outside of the colleges' control. It is best to compare the rate of return to the discount rates of 5.1% (for students) and 1.5% (for society and taxpayers), which can also be seen as the opportunity cost of the investment (since these stakeholder groups could be spending their time and money in other investment schemes besides education). If the rate of return is higher than the discount rate, the stakeholder groups can expect to receive a positive return on their educational investment.

Emsi recognizes that some institutions may want to make comparisons. As a word of caution, if comparing to an institution that had a study commissioned by a firm other than Emsi, then differences in methodology will create an “apples to oranges” comparison and will therefore be difficult. The study results should be seen as unique to each institution.

Net present value (NPV): How do I communicate this in laymen's terms?

Which would you rather have: a dollar right now or a dollar 30 years from now? That most people will choose a dollar now is the crux of net present value. The preference for a dollar today means today's dollar is therefore worth more than it would be in the future (in most people's opinion). Because the dollar today is worth more than a dollar in 30 years, the dollar 30 years from now needs to be adjusted to express its worth today. Adjusting the values for this “time value of money” is called discounting and the result of adding them all up after discounting each value is called net present value.

Internal rate of return (IRR): How do I communicate this in laymen's terms?

Using the bank as an example, an individual needs to decide between spending all of their paycheck today and putting it into savings. If they spend it today, they know what it is worth: \$1 = \$1. If they put it into savings, they need to know that there will be some sort of return to them for spending those dollars in the future rather than now. This is why banks offer interest rates and deposit interest earnings. This makes it so an individual can expect, for example, a 3% return in the future for money that they put into savings now.



Total economic impact: How do I communicate this in laymen's terms?

Big numbers are great, but putting them into perspective can be a challenge. To add perspective, find an industry with roughly the same “% of GSP” as your system (Table 1.4). This percentage represents its portion of the total gross state product in the state (similar to the nationally recognized gross domestic product but at a state level). This allows the system to say that the colleges’ brick and mortar campuses do just as much for North Dakota as the entire Utilities *industry*, for example. This powerful statement can help put the large total impact number into perspective.

Appendix 5: Example of Sales versus Income

Emsi's economic impact study differs from many other studies because we prefer to report the impacts in terms of income rather than sales (or output). Income is synonymous with value added or gross state product (GSP). Sales include all the intermediary costs associated with producing goods and services. Income is a net measure that excludes these intermediary costs:

$$\text{Income} = \text{Sales} - \text{Intermediary Costs}$$

For this reason, income is a more meaningful measure of new economic activity than reporting sales. This is evidenced by the use of gross domestic product (GDP)—a measure of income—by economists when considering the economic growth or size of a country. The difference is GSP reflects a state and GDP a country.

To demonstrate the difference between income and sales, let us consider an example of a baker's production of a loaf of bread. The baker buys the ingredients such as eggs, flour, and yeast for \$2.00. He uses capital such as a mixer to combine the ingredients and an oven to bake the bread and convert it into a final product. Overhead costs for these steps are \$1.00. Total intermediary costs are \$3.00. The baker then sells the loaf of bread for \$5.00.

The sales amount of the loaf of bread is \$5.00. The income from the loaf of bread is equal to the sales amount less the intermediary costs:

$$\text{Income} = \$5.00 - \$3.00 = \$2.00$$

In our analysis, we provide context behind the income figures by also reporting the associated number of jobs. The impacts are also reported in sales and earnings terms for reference.

Appendix 6: Emsi MR-SAM

Emsi's MR-SAM represents the flow of all economic transactions in a given region. It replaces Emsi's previous input-output (IO) model, which operated with some 1,000 industries, four layers of government, a single household consumption sector, and an investment sector. The old IO model was used to simulate the ripple effects (*i.e.*, multipliers) in the state economy as a result of industries entering or exiting the region. The MR-SAM model performs the same tasks as the old IO model, but it also does much more. Along with the same 1,000 industries, government, household and investment sectors embedded in the old IO tool, the MR-SAM exhibits much more functionality, a greater amount of data, and a higher level of detail on the demographic and occupational components of jobs (16 demographic cohorts and about 750 occupations are characterized).

This appendix presents a high-level overview of the MR-SAM. Additional documentation on the technical aspects of the model is available upon request.

Data sources for the model

The Emsi MR-SAM model relies on a number of internal and external data sources, mostly compiled by the federal government. What follows is a listing and short explanation of our sources. The use of these data will be covered in more detail later in this appendix.

Emsi Data are produced from many data sources to produce detailed industry, occupation, and demographic jobs and earnings data at the local level. This information (especially sales-to-jobs ratios derived from jobs and earnings-to-sales ratios) is used to help regionalize the national matrices as well as to disaggregate them into more detailed industries than are normally available.

BEA Make and Use Tables (MUT) are the basis for input-output models in the U.S. The *make* table is a matrix that describes the amount of each commodity made by each industry in a given year. Industries are placed in the rows and commodities in the columns. The *use* table is a matrix that describes the amount of each commodity used by each industry in a given year. In the use table, commodities are placed in the rows and industries in the columns. The BEA produces two different sets of MUTs, the benchmark and the summary. The benchmark set contains about 500 sectors and is released every five years, with a five-year lag time (e.g., 2002 benchmark MUTs were released in 2007). The summary set contains about 80 sectors and is released every year, with a two-year lag (e.g., 2010 summary MUTs were released in late 2011/early 2012).

The MUTs are used in the Emsi MR-SAM model to produce an industry-by-industry matrix describing all industry purchases from all industries.

BEA Gross Domestic Product by State (GSP) describes gross domestic product from the value added (also known as added income) perspective. Value added is equal to employee compensation, gross operating surplus, and taxes on production and imports, less subsidies. Each of these components is reported for each state and an aggregate group of industries. This dataset is updated once per year, with a one-year lag. The Emsi MR-SAM model makes use of this data as a control and pegs certain pieces of the model to values from this dataset.

BEA National Income and Product Accounts (NIPA) cover a wide variety of economic measures for the nation, including gross domestic product (GDP), sources of output, and distribution of income. This dataset is updated periodically throughout the year and can be between a month and several years old depending on the specific account. NIPA data are used in many of the Emsi MR-SAM processes as both controls and seeds.

BEA Local Area Income (LPI) encapsulates multiple tables with geographies down to the county level. The following two tables are specifically used: CA05 (Personal income and earnings by industry) and CA91 (Gross flow of earnings). CA91 is used when creating the commuting submodel and CA05 is used in several processes to help with place-of-work and place-of-residence differences, as well as to calculate personal income, transfers, dividends, interest, and rent.

Bureau of Labor Statistics Consumer Expenditure Survey (CEX) reports on the buying habits of consumers along with some information as to their income, consumer unit, and demographics. Emsi utilizes this data heavily in the creation of the national demographic by income type consumption on industries.

Census of Government's (CoG) state and local government finance dataset is used specifically to aid breaking out state and local data that is reported in the MUTs. This allows Emsi to have unique production functions for each of its state and local government sectors.

Census' OnTheMap (OTM) is a collection of three datasets for the census block level for multiple years. **Origin-Destination (OD)** offers job totals associated with both home census blocks and a work census block. **Residence Area Characteristics (RAC)** offers jobs totaled by home census block. **Workplace Area Characteristics (WAC)** offers jobs totaled by work census block. All three of these are used in the commuting submodel to gain better estimates of earnings by industry that may be counted as commuting. This dataset has holes for specific years and regions. These holes are filled with Census' Journey-to-Work described later.

Census' Current Population Survey (CPS) is used as the basis for the demographic breakout data of the MR-SAM model. This set is used to estimate the ratios of demographic cohorts and their income for the three different income categories (i.e., wages, property income, and transfers).

Census' Journey-to-Work (JtW) is part of the 2000 Census and describes the amount of commuting jobs between counties. This set is used to fill in the areas where OTM does not have data.

Census' American Community Survey (ACS) Public Use Microdata Sample (PUMS) is the replacement for Census' long form and is used by Emsi to fill the holes in the CPS data.

Oak Ridge National Lab (ORNL) County-to-County Distance Matrix (Skim Tree) contains a matrix of distances and network impedances between each county via various modes of transportation such as highway, railroad, water, and combined highway-rail. Also included in this set are minimum impedances utilizing the best combination of paths. The ORNL distance matrix is used in Emsi's gravitational flows model that estimates the amount of trade between counties in the country.

Overview of the MR-SAM model

Emsi's MR-SAM modeling system is a comparative static model in the same general class as RIMS II (Bureau of Economic Analysis) and IMPLAN (Minnesota Implan Group). The MR-SAM model is thus not an econometric model, the primary example of which is PolicyInsight by REMI. It relies on a matrix representation of industry-to-industry purchasing patterns originally based on national data which are regionalized with the use of local data and mathematical manipulation (i.e., non-survey methods). Models of this type estimate the ripple effects of changes in jobs, earnings, or sales in one or more industries upon other industries in a region.

The Emsi MR-SAM model shows final equilibrium impacts—that is, the user enters a change that perturbs the economy and the model shows the changes required to establish a new equilibrium. As such, it is not a dynamic model that shows year-by-year changes over time (as REMI's does).

NATIONAL SAM

Following standard practice, the SAM model appears as a square matrix, with each row sum exactly equaling the corresponding column sum. Reflecting its kinship with the standard Leontief input-output framework, individual SAM elements show accounting flows between row and column sectors during a chosen base year. Read across rows, SAM entries show the flow of funds into column accounts (also known as receipts or the appropriation of funds by

those column accounts). Read down columns, SAM entries show the flow of funds into row accounts (also known as expenditures or the dispersal of funds to those row accounts).

The SAM may be broken into three different aggregation layers: broad accounts, sub-accounts, and detailed accounts. The broad layer is the most aggregate and will be covered first. Broad accounts cover between one and four sub-accounts, which in turn cover many detailed accounts. This appendix will not discuss detailed accounts directly because of their number. For example, in the industry broad account, there are two sub-accounts and over 1,000 detailed accounts.

MULTI-REGIONAL ASPECT OF THE MR-SAM

Multi-regional (MR) describes a non-survey model that has the ability to analyze the transactions and ripple effects (i.e., multipliers) of not just a single region, but multiple regions interacting with each other. Regions in this case are made up of a collection of counties.

Emsi's multi-regional model is built off of gravitational flows, assuming that the larger a county's economy, the more influence it will have on the surrounding counties' purchases and sales. The equation behind this model is essentially the same that Isaac Newton used to calculate the gravitational pull between planets and stars. In Newton's equation, the masses of both objects are multiplied, then divided by the distance separating them and multiplied by a constant. In Emsi's model, the masses are replaced with the supply of a sector for one county and the demand for that same sector from another county. The distance is replaced with an impedance value that takes into account the distance, type of roads, rail lines, and other modes of transportation. Once this is calculated for every county-to-county pair, a set of mathematical operations is performed to make sure all counties absorb the correct amount of supply from every county and the correct amount of demand from every county. These operations produce more than 200 million data points.

Components of the Emsi MR-SAM model

The Emsi MR-SAM is built from a number of different components that are gathered together to display information whenever a user selects a region. What follows is a description of each of these components and how each is created. Emsi's internally created data are used to a great extent throughout the processes described below, but its creation is not described in this appendix.

COUNTY EARNINGS DISTRIBUTION MATRIX

The county earnings distribution matrices describe the earnings spent by every industry on every occupation for a year—i.e., earnings by occupation.

The matrices are built utilizing Emsi's industry earnings, occupational average earnings, and staffing patterns.

Each matrix starts with a region's staffing pattern matrix which is multiplied by the industry jobs vector. This produces the number of occupational jobs in each industry for the region. Next, the occupational average hourly earnings per job are multiplied by 2,080 hours, which converts the average hourly earnings into a yearly estimate. Then the matrix of occupational jobs is multiplied by the occupational annual earnings per job, converting it into earnings values. Last, all earnings are adjusted to match the known industry totals. This is a fairly simple process, but one that is very important. These matrices describe the place-of-work earnings used by the MR-SAM.

COMMUTING MODEL

The commuting sub-model is an integral part of Emsi's MR-SAM model. It allows the regional and multi-regional models to know what amount of the earnings can be attributed to place-of-residence vs. place-of-work. The commuting data describe the flow of earnings from any county to any other county (including within the counties themselves). For this situation, the commuted earnings are not just a single value describing total earnings flows over a complete year, but are broken out by occupation and demographic. Breaking out the earnings allows for analysis of place-of-residence and place-of-work earnings. These data are created using Bureau of Labor Statistics' OnTheMap dataset, Census' Journey-to-Work, BEA's LPI CA91 and CA05 tables, and some of Emsi's data. The process incorporates the cleanup and disaggregation of the OnTheMap data, the estimation of a closed system of county inflows and outflows of earnings, and the creation of finalized commuting data.

NATIONAL SAM

The national SAM as described above is made up of several different components. Many of the elements discussed are filled in with values from the national Z matrix—or industry-to-industry transaction matrix. This matrix is built from BEA data that describe which industries make and use what commodities at the national level. These data are manipulated with some industry standard equations to produce the national Z matrix. The data in the Z matrix act as the basis for the majority of the data in the national SAM. The rest of the values are filled in with data from the county earnings distribution matrices, the commuting data, and the BEA's National Income and Product Accounts.

One of the major issues that affect any SAM project is the combination of data from multiple sources that may not be consistent with one another. Matrix balancing is the broad name for the techniques used to correct this problem.

Emsi uses a modification of the “diagonal similarity scaling” algorithm to balance the national SAM.

GRAVITATIONAL FLOWS MODEL

The most important piece of the Emsi MR-SAM model is the gravitational flows model that produces county-by-county regional purchasing coefficients (RPCs). RPCs estimate how much an industry purchases from other industries inside and outside of the defined region. This information is critical for calculating all IO models.

Gravity modeling starts with the creation of an impedance matrix that values the difficulty of moving a product from county to county. For each sector, an impedance matrix is created based on a set of distance impedance methods for that sector. A distance impedance method is one of the measurements reported in the Oak Ridge National Laboratory’s County-to-County Distance Matrix. In this matrix, every county-to-county relationship is accounted for in six measures: great-circle distance, highway impedance, rail miles, rail impedance, water impedance, and highway-rail-highway impedance. Next, using the impedance information, the trade flows for each industry in every county are solved for. The result is an estimate of multi-regional flows from every county to every county. These flows are divided by each respective county’s demand to produce multi-regional RPCs.

Appendix 7: Value per Credit Hour Equivalent and the Mincer Function

Two key components in the analysis are 1) the value of the students' educational achievements, and 2) the change in that value over the students' working careers. Both of these components are described in detail in this appendix.

Value per CHE

Typically, the educational achievements of students are marked by the credentials they earn. However, not all students who attended the colleges in the 2018-19 analysis year obtained a degree or certificate. Some returned the following year to complete their education goals, while others took a few courses and entered the workforce without graduating. As such, the only way to measure the value of the students' achievement is through their credit hour equivalents, or CHEs. This approach allows us to see the benefits to all students who attended the colleges, not just those who earned a credential.

To calculate the value per CHE, we first determine how many CHEs are required to complete each education level. For example, assuming that there are 30 CHEs in an academic year, a student generally completes 120 CHEs in order to move from a high school diploma to a bachelor's degree, another 60 CHEs to move from a bachelor's degree to a master's degree, and so on. This progression of CHEs generates an education ladder beginning at the less than high school level and ending with the completion of a doctoral degree, with each level of education representing a separate stage in the progression.

The second step is to assign a unique value to the CHEs in the education ladder based on the wage differentials presented in Table 1.5. For example, the difference in state earnings between a high school diploma and an associate degree is \$7,500. We spread this \$7,500 wage differential across the 60 CHEs that occur between a high school diploma and an associate degree, applying a ceremonial "boost" to the last CHE in the stage to mark the achievement of the degree.⁴⁴ We repeat this process for each education level in the ladder.

Next we map the CHE production of the FY 2018-19 student population to the education ladder. Table 1.3 provides information on the CHE production of students attending the NDATC, broken out by educational achievement. In total, students completed 34,033 CHEs during the analysis year, excluding

⁴⁴ Economic theory holds that workers that acquire education credentials send a signal to employers about their ability level. This phenomenon is commonly known as the sheepskin effect or signaling effect. The ceremonial boosts applied to the achievement of degrees in the Emsi impact model are derived from Jaeger and Page (1996).

personal enrichment students. We map each of these CHEs to the education ladder depending on the students' education level and the average number of CHEs they completed during the year. For example, bachelor's degree graduates are allocated to the stage between the associate degree and the bachelor's degree, and the average number of CHEs they completed informs the shape of the distribution curve used to spread out their total CHE production within that stage of the progression.

The sum product of the CHEs earned at each step within the education ladder and their corresponding value yields the students' aggregate annual increase in income (ΔE), as shown in the following equation:

$$\Delta E = \sum_{i=1}^n e_i h_i \text{ where } i \in 1, 2, \dots, n$$

and n is the number of steps in the education ladder, e_i is the marginal earnings gain at step i , and h_i is the number of CHEs completed at step i .

Table A7.1 displays the result for the students' aggregate annual increase in income (ΔE), a total of \$4.1 million. By dividing this value by the students' total production of 34,033 CHEs during the analysis year, we derive an overall value of \$120 per CHE.

TABLE A7.1: AGGREGATE ANNUAL INCREASE IN INCOME OF STUDENTS AND VALUE PER CHE

Aggregate annual increase in income	\$4,092,415
Total credit hour equivalents (CHEs) in FY 2018-19*	34,033
Value per CHE	\$120

* Excludes the CHE production of personal enrichment students.
Source: Emsi impact model.

Mincer function

The \$120 value per CHE in Table A7.1 only tells part of the story, however. Human capital theory holds that earnings levels do not remain constant; rather, they start relatively low and gradually increase as the worker gains more experience. Research also shows that the earnings increment between educated and non-educated workers grows through time. These basic patterns in earnings over time were originally identified by Jacob Mincer, who viewed the lifecycle earnings distribution as a function with the key elements being earnings, years of education, and work experience, with age serving as a proxy for experience.⁴⁵ While some have criticized Mincer's earnings function, it is still upheld in recent data and has served as the foundation for a variety of research pertaining to labor economics. Those critical of the Mincer function point to several unobserved factors such as ability, socioeconomic status, and family background that also

45 See Mincer (1958 and 1974).

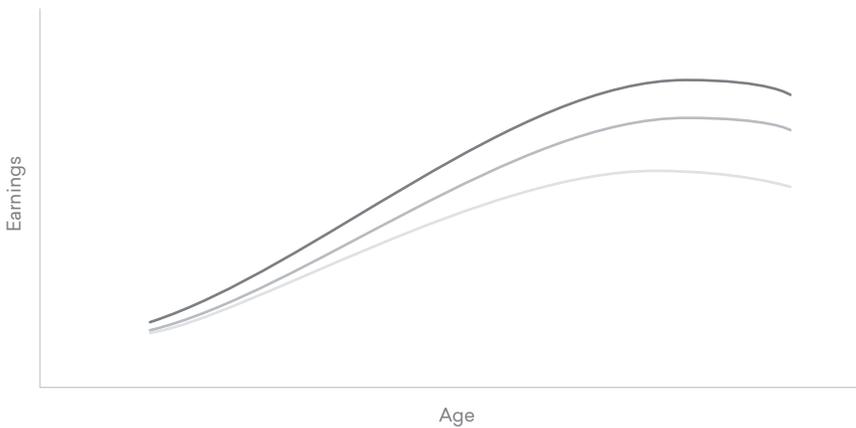


help explain higher earnings. Failure to account for these factors results in what is known as an “ability bias.” Research by Card (1999 and 2001) suggests that the benefits estimated using Mincer’s function are biased upwards by 10% or less. As such, we reduce the estimated benefits by 10%. We use state-specific and education level-specific Mincer coefficients.

Figure A7.1 illustrates several important points about the Mincer function. First, as demonstrated by the shape of the curves, an individual’s earnings initially increase at an increasing rate, then increase at a decreasing rate, reach a maximum somewhere well after the midpoint of the working career, and then decline in later years. Second, individuals with higher levels of education reach their maximum earnings at an older age compared to individuals with lower levels of education (recall that age serves as a proxy for years of experience). And third, the benefits of education, as measured by the difference in earnings between education levels, increase with age.

FIGURE A7.1: LIFECYCLE CHANGE IN EARNINGS

— 12 years of education — 14 years of education — 16 years of education



In calculating the alumni impact in Chapter 2, we use the slope of the curve in Mincer’s earnings function to condition the \$120 value per CHE to the students’ age and work experience. To the students just starting their career during the analysis year, we apply a lower value per CHE; to the students in the latter half or approaching the end of their careers we apply a higher value per CHE. The original \$120 value per CHE applies only to the CHE production of students precisely at the midpoint of their careers during the analysis year.

In Chapter 3 we again apply the Mincer function, this time to project the benefits stream of the FY 2018-19 student population into the future. Here too the value per CHE is lower for students at the start of their career and higher near the end of it, in accordance with the scalars derived from the slope of the Mincer curve illustrated in Figure A7.1.

Appendix 8: Alternative Education Variable

In a scenario where the colleges did not exist, some of their students would still be able to avail themselves of an alternative comparable education. These students create benefits in the state even in the absence of the colleges. The alternative education variable accounts for these students and is used to discount the benefits we attribute to the colleges.

Recall this analysis considers only relevant economic information regarding the colleges. Considering the existence of various other academic institutions surrounding the colleges, we have to assume that a portion of the students could find alternative education and either remain in or return to the state. For example, some students may participate in online programs while remaining in the state. Others may attend an out-of-state institution and return to the state upon completing their studies. For these students—who would have found an alternative education and produced benefits in the state regardless of the presence of the colleges—we discount the benefits attributed to the colleges. An important distinction must be made here: the benefits from students who would find alternative education outside the state and not return to the state are *not* discounted. Because these benefits would not occur in the state without the presence of the colleges, they must be included.

In the absence of the colleges, we assume 15% of the colleges' students would find alternative education opportunities and remain in or return to the state. We account for this by discounting the alumni impact, the benefits to taxpayers, and the benefits to society in the state in Chapters 2 and 3 by 15%. In other words, we assume 15% of the benefits created by the colleges' students would have occurred anyway in the counterfactual scenario where the colleges did not exist. A sensitivity analysis of this adjustment is presented in Appendix 2.

Appendix 9: Overview of Investment Analysis Measures

The appendix provides context to the investment analysis results using the simple hypothetical example summarized in Table A9.1 below. The table shows the projected benefits and costs for a single student over time and associated investment analysis results.⁴⁶

TABLE A9.1: EXAMPLE OF THE BENEFITS AND COSTS OF EDUCATION FOR A SINGLE STUDENT

1	2	3	4	5	6
Year	Tuition	Opportunity cost	Total cost	Higher earnings	Net cash flow
1	\$1,500	\$20,000	\$21,500	\$0	-\$21,500
2	\$0	\$0	\$0	\$5,000	\$5,000
3	\$0	\$0	\$0	\$5,000	\$5,000
4	\$0	\$0	\$0	\$5,000	\$5,000
5	\$0	\$0	\$0	\$5,000	\$5,000
6	\$0	\$0	\$0	\$5,000	\$5,000
7	\$0	\$0	\$0	\$5,000	\$5,000
8	\$0	\$0	\$0	\$5,000	\$5,000
9	\$0	\$0	\$0	\$5,000	\$5,000
10	\$0	\$0	\$0	\$5,000	\$5,000
Net present value			\$21,500	\$35,753	\$14,253

Internal rate of return	Benefit-cost ratio	Payback period (no. of years)
18.0%	1.7	4.2

Assumptions are as follows:

- Benefits and costs are projected out 10 years into the future (Column 1).
- The student attends the colleges for one year, and the cost of tuition is \$1,500 (Column 2).
- Earnings foregone while attending the colleges for one year (opportunity cost) come to \$20,000 (Column 3).

⁴⁶ Note that this is a hypothetical example. The numbers used are not based on data collected from an existing institution.

- Together, tuition and earnings foregone cost sum to \$21,500. This represents the out-of-pocket investment made by the student (Column 4).
- In return, the student earns \$5,000 more per year than he otherwise would have earned without the education (Column 5).
- The net cash flow (NCF) in Column 6 shows higher earnings (Column 5) less the total cost (Column 4).
- The assumed going rate of interest is 4%, the rate of return from alternative investment schemes for the use of the \$21,500.

Results are expressed in standard investment analysis terms, which are as follows: the net present value, the internal rate of return, the benefit-cost ratio, and the payback period. Each of these is briefly explained below in the context of the cash flow numbers presented in Table A9.1.

Net present value

The student in Table A9.1 can choose either to attend college or to forego post-secondary education and maintain his present employment. If he decides to enroll, certain economic implications unfold. Tuition and fees must be paid, and earnings will cease for one year. In exchange, the student calculates that with post-secondary education, his earnings will increase by at least the \$5,000 per year, as indicated in the table.

The question is simple: Will the prospective student be economically better off by choosing to enroll? If he adds up higher earnings of \$5,000 per year for the remaining nine years in Table A9.1, the total will be \$45,000. Compared to a total investment of \$21,500, this appears to be a very solid investment. The reality, however, is different. Benefits are far lower than \$45,000 because future money is worth less than present money. Costs (tuition plus earnings foregone) are felt immediately because they are incurred today, in the present. Benefits, on the other hand, occur in the future. They are not yet available. All future benefits must be discounted by the going rate of interest (referred to as the discount rate) to be able to express them in present value terms.⁴⁷

Let us take a brief example. At 4%, the present value of \$5,000 to be received one year from today is \$4,807. If the \$5,000 were to be received in year 10, the present value would reduce to \$3,377. Put another way, \$4,807 deposited in the bank today earning 4% interest will grow to \$5,000 in one year; and \$3,377 deposited today would grow to \$5,000 in 10 years. An “economically rational” person would, therefore, be equally satisfied receiving \$3,377 today or \$5,000

⁴⁷ Technically, the interest rate is applied to compounding – the process of looking at deposits today and determining how much they will be worth in the future. The same interest rate is called a discount rate when the process is reversed – determining the present value of future earnings.

10 years from today given the going rate of interest of 4%. The process of discounting—finding the present value of future higher earnings—allows the model to express values on an equal basis in future or present value terms.

The goal is to express all future higher earnings in present value terms so that they can be compared to investments incurred today (in this example, tuition plus earnings foregone). As indicated in Table A9.1 the cumulative present value of \$5,000 worth of higher earnings between years 2 and 10 is \$35,753 given the 4% interest rate, far lower than the undiscounted \$45,000 discussed above.

The net present value of the investment is \$14,253. This is simply the present value of the benefits less the present value of the costs, or $\$35,753 - \$21,500 = \$14,253$. In other words, the present value of benefits exceeds the present value of costs by as much as \$14,253. The criterion for an economically worthwhile investment is that the net present value is equal to or greater than zero. Given this result, it can be concluded that, in this case, and given these assumptions, this particular investment in education is very strong.

Internal rate of return

The internal rate of return is another way of measuring the worth of investing in education using the same cash flows shown in Table A9.1. In technical terms, the internal rate of return is a measure of the average earning power of money used over the life of the investment. It is simply the interest rate that makes the net present value equal to zero. In the discussion of the net present value above, the model applies the going rate of interest of 4% and computes a positive net present value of \$14,253. The question now is what the interest rate would have to be in order to reduce the net present value to zero. Obviously it would have to be higher—18.0% in fact, as indicated in Table A9.1. Or, if a discount rate of 18.0% were applied to the net present value calculations instead of the 4%, then the net present value would reduce to zero.

What does this mean? The internal rate of return of 18.0% defines a breakeven solution—the point where the present value of benefits just equals the present value of costs, or where the net present value equals zero. Or, at 18.0%, higher earnings of \$5,000 per year for the next nine years will earn back all investments of \$21,500 made plus pay 18.0% for the use of that money (\$21,500) in the meantime. Is this a good return? Indeed, it is. If it is compared to the 4% going rate of interest applied to the net present value calculations, 18.0% is far higher than 4%. It may be concluded, therefore, that the investment in this case is solid. Alternatively, comparing the 18.0% rate of return to the long-term 10% rate or so obtained from investments in stocks and bonds also indicates that the investment in education is strong relative to the stock market returns (on average).

Benefit-cost ratio

The benefit-cost ratio is simply the present value of benefits divided by present value of costs, or $\$35,753 \div \$21,500 = 1.7$ (based on the 4% discount rate). Of course, any change in the discount rate would also change the benefit-cost ratio. Applying the 18.0% internal rate of return discussed above would reduce the benefit-cost ratio to 1.0, the breakeven solution where benefits just equal costs. Applying a discount rate higher than the 18.0% would reduce the ratio to lower than 1.0, and the investment would not be feasible. The 1.7 ratio means that a dollar invested today will return a cumulative \$1.70 over the ten-year time period.

Payback period

This is the length of time from the beginning of the investment (consisting of tuition and earnings foregone) until higher future earnings give a return on the investment made. For the student in Table A9.1, it will take roughly 4.2 years of \$5,000 worth of higher earnings to recapture his investment of \$1,500 in tuition and the \$20,000 in earnings foregone while attending the colleges. Higher earnings that occur beyond 4.2 years are the returns that make the investment in education in this example economically worthwhile. The payback period is a fairly rough, albeit common, means of choosing between investments. The shorter the payback period, the stronger the investment.

Appendix 10: Shutdown Point

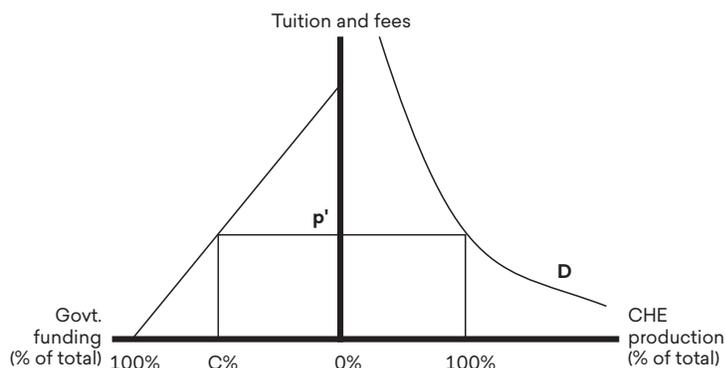
The investment analysis in Chapter 3 weighs the benefits generated by the colleges against the taxpayer funding that the colleges receive to support their operations. An important part of this analysis is factoring out the benefits that the colleges would have been able to generate anyway, even without taxpayer support. This adjustment is used to establish a direct link between what taxpayers pay and what they receive in return. If the colleges are able to generate benefits without taxpayer support, then it would not be a true investment.⁴⁸

The overall approach includes a sub-model that simulates the effect on student enrollment if the colleges lose their taxpayer funding and have to raise student tuition and fees in order to stay open. If the colleges can still operate without taxpayer support, then any benefits they generate at that level are discounted from total benefit estimates. If the simulation indicates that the colleges cannot stay open, however, then benefits are directly linked to costs, and no discounting applies. This appendix documents the underlying theory behind these adjustments.

Government support versus student demand for education

Figure A10.1 presents a simple model of student demand and government support. The right side of the graph is a standard demand curve (*D*) showing student enrollment as a function of student tuition and fees. Enrollment is measured

FIGURE A10.1: STUDENT DEMAND AND GOVERNMENT FUNDING BY TUITION AND FEES

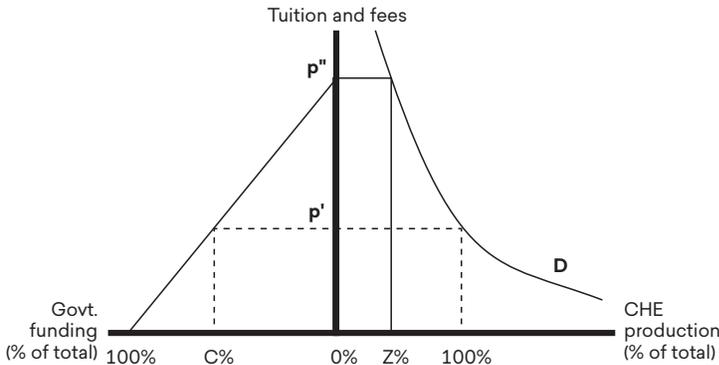


48 Of course, as public training providers, the colleges would not be permitted to continue without public funding, so the situation in which they would lose all state support is entirely hypothetical. The purpose of the adjustment factor is to examine the colleges in standard investment analysis terms by netting out any benefits they may be able to generate that are not directly linked to the costs of supporting them.

in terms of total credit hour equivalents (CHEs) and expressed as a percentage of the colleges' current CHE production. Current student tuition and fees are represented by p' , and government support covers $C\%$ of all costs. At this point in the analysis, it is assumed that the colleges have only two sources of revenues: 1) student tuition and fees and 2) government support.

Figure A10.2 shows another important reference point in the model—where government support is 0%, student tuition and fees are increased to p'' , and CHE production is at $Z\%$ (less than 100%). The reduction in CHEs reflects the price elasticity of the students' demand for education, *i.e.*, the extent to which the students' decision to attend the colleges is affected by the change in tuition and fees. Ignoring for the moment those issues concerning the colleges' minimum operating scale (considered below in the section called "Calculating benefits at the shutdown point"), the implication for the investment analysis is that benefits to government must be adjusted to net out the benefits that the colleges can provide absent government support, represented as $Z\%$ of the colleges' current CHE production in Figure A10.2.

FIGURE A10.2: CHE PRODUCTION AND GOVERNMENT FUNDING BY TUITION AND FEES



To clarify the argument, it is useful to consider the role of enrollment in the larger benefit-cost model. Let B equal the benefits attributable to government support. The analysis derives all benefits as a function of student enrollment, measured in terms of CHEs produced. For consistency with the graphs in this appendix, B is expressed as a function of the percent of the colleges' current CHE production. Equation 1 is thus as follows:

$$1) B = B(100\%)$$

This reflects the total benefits generated by enrollments at their current levels.

Consider benefits now with reference to Z. The point at which government support is zero nonetheless provides for Z% (less than 100%) of the current enrollment, and benefits are symbolically indicated by the following equation:

$$2) \quad B = B(Z\%)$$

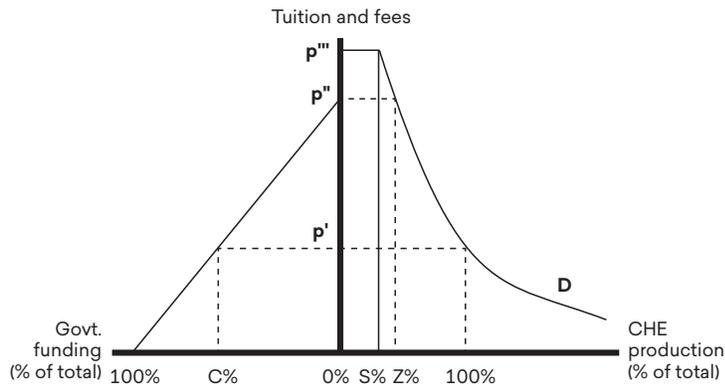
Inasmuch as the benefits in equation 2 occur with or without government support, the benefits appropriately attributed to government support are given by equation 3 as follows:

$$3) \quad B = B(100\%) - B(Z\%)$$

Calculating benefits at the shutdown point

Colleges and universities cease to operate when the revenue they receive from the quantity of education demanded is insufficient to justify their continued operations. This is commonly known in economics as the shutdown point.⁴⁹ The shutdown point is introduced graphically in Figure A10.3 as S%. The location of point S% indicates that the colleges can operate at an even lower enrollment level than Z% (the point at which the colleges receive zero government funding). Government support at point S% is still zero, and student tuition and fees have been raised to p^{'''}. Government support is thus credited with the benefits given by equation 3, or $B = B(100\%) - B(Z\%)$. With student tuition and fees still higher than p^{'''}, the colleges would no longer be able to attract enough students to keep their doors open, and they would shut down.

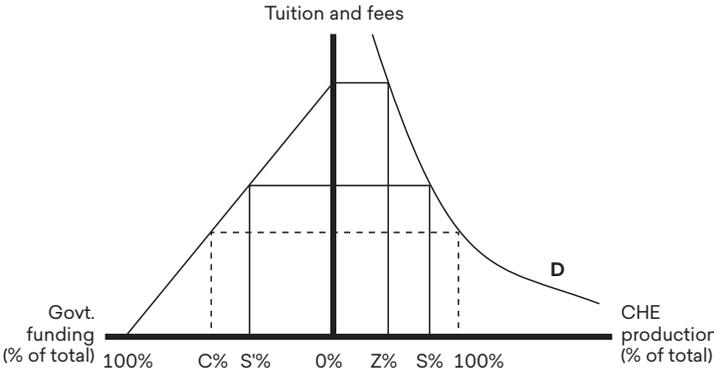
FIGURE A10.3: SHUTDOWN POINT AFTER ZERO GOVERNMENT FUNDING



49 In the traditional sense, the shutdown point applies to firms seeking to maximize profits and minimize losses. Although profit maximization is not the primary aim of colleges and universities, the principle remains the same, *i.e.*, that there is a minimum scale of operation required in order for colleges and universities to stay open.

Figure A10.4 illustrates yet another scenario. Here, the shutdown point occurs at a level of CHE production greater than Z% (the level of zero government support), meaning some minimum level of government support is needed for the colleges to operate at all. This minimum portion of overall funding is indicated by S% on the left side of the chart, and as before, the shutdown point is indicated by S% on the right side of chart. In this case, government support is appropriately credited with all the benefits generated by the colleges' CHE production, or $B = B(100\%)$.

FIGURE A10.4: SHUTDOWN POINT BEFORE ZERO GOVERNMENT FUNDING



Appendix 11: Social Externalities

Education has a predictable and positive effect on a diverse array of social benefits. These, when quantified in dollar terms, represent significant social savings that directly benefit society communities and citizens throughout the nation, including taxpayers. In this appendix we discuss the following three main benefit categories: 1) improved health, 2) reductions in crime, and 3) reduced demand for government-funded income assistance.

It is important to note that the data and estimates presented here should not be viewed as exact, but rather as indicative of the positive impacts of education on an individual's quality of life. The process of quantifying these impacts requires a number of assumptions to be made, creating a level of uncertainty that should be borne in mind when reviewing the results.

Health

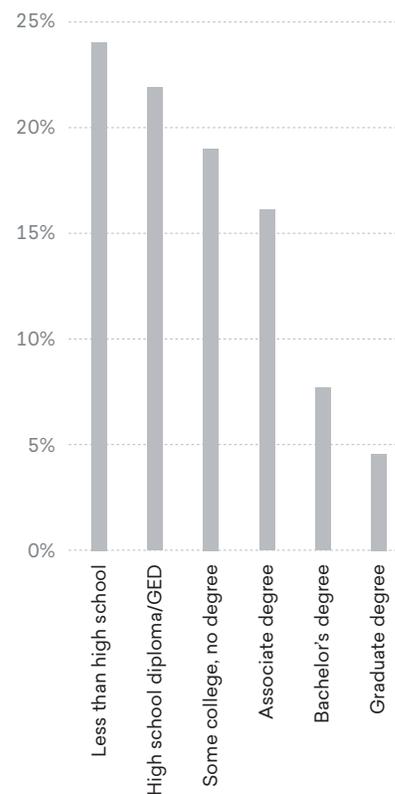
Statistics show a correlation between increased education and improved health. The manifestations of this are found in five health-related variables: smoking, alcohol dependence, obesity, depression, and drug abuse. There are other health-related areas that link to educational attainment, but these are omitted from the analysis until we can invoke adequate (and mutually exclusive) databases and are able to fully develop the functional relationships between them.

SMOKING

Despite a marked decline over the last several decades in the percentage of U.S. residents who smoke, a sizeable percentage of the U.S. population still smokes. The negative health effects of smoking are well documented in the literature, which identifies smoking as one of the most serious health issues in the U.S.

Figure A11.1 shows the prevalence of cigarette smoking among adults, 25 years and over, based on data provided by the National Health Interview Survey.⁵⁰ The data include adults who reported smoking more than 100 cigarettes during their lifetime and who, at the time of interview, reported smoking every day or some days. As indicated, the percent of who smoke begins to decline beyond the level of high school education.

FIGURE A11.1: PREVALENCE OF SMOKING AMONG U.S. ADULTS BY EDUCATION LEVEL



Source: Centers for Disease Control and Prevention.

50 Centers for Disease Control and Prevention. "Table. Characteristics of current adult cigarette smokers," National Health Interview Survey, United States, 2016.

ALCOHOL DEPENDENCE

Although alcohol dependence has large public and private costs, it is difficult to measure and define. There are many patterns of drinking, ranging from abstinence to heavy drinking. Alcohol abuse is riddled with social costs, including health care expenditures for treatment, prevention, and support; workplace losses due to reduced worker productivity; and other effects.

Figure A11.2 compares the percentage of adults, 18 and older, that abuse or depend on alcohol by education level, based on data from the Substance Abuse and Mental Health Services Administration (SAMHSA).⁵¹ These statistics give an indication of the correlation between education and the reduced probability of alcohol dependence. Adults with an associate degree or some college have higher rates of alcohol dependence than adults with a high school diploma or lower. Prevalence rates are lower for adults with a bachelor's degree or higher than those with an associate degree or some college. Although the data do not maintain a pattern of decreased alcohol dependence at every level of increased education, we include these rates in our model to ensure we provide a comprehensive view of the social benefits and costs correlated with education.

OBESITY

The rise in obesity and diet-related chronic diseases has led to increased attention on how expenditures relating to obesity have increased in recent years. The average cost of obesity-related medical conditions is calculated using information from the *Journal of Occupational and Environmental Medicine*, which reports incremental medical expenditures and productivity losses due to excess weight.⁵²

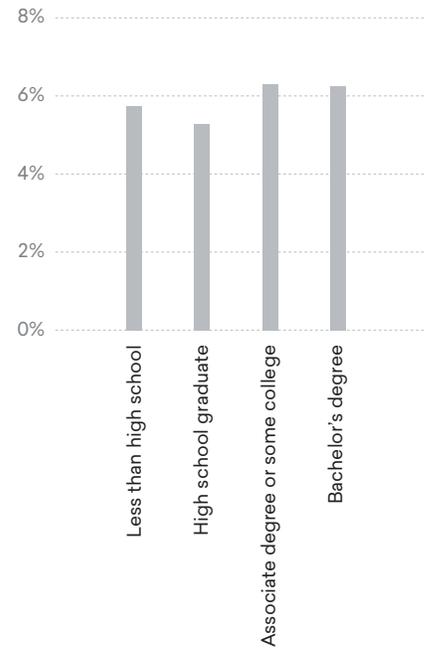
Data for Figure A11.3 is derived from the National Center for Health Statistics which shows the prevalence of obesity among adults aged 20 years and over by education, gender, and ethnicity.⁵³ As indicated, college graduates are less likely to be obese than individuals with a high school diploma. However, the prevalence of obesity among adults with some college is actually greater than those with just a high school diploma. In general, though, obesity tends to decline with increasing levels of education.

51 Substance Abuse and Mental Health Services Administration. "Table 5.5B - Alcohol Use Disorder in the Past Year among Persons Aged 18 or Older, by Demographic Characteristics: Percentages, 2015 and 2016." SAMSHA, Center for Behavioral Health Statistics and Quality, National Survey on Drug Use and Health, 2015 and 2016.

52 Eric A. Finkelstein, Marco da Costa DiBonaventura, Somali M. Burgess, and Brent C. Hale, "The Costs of Obesity in the Workplace," *Journal of Occupational and Environmental Medicine* 52, no. 10 (October 2010): 971-976.

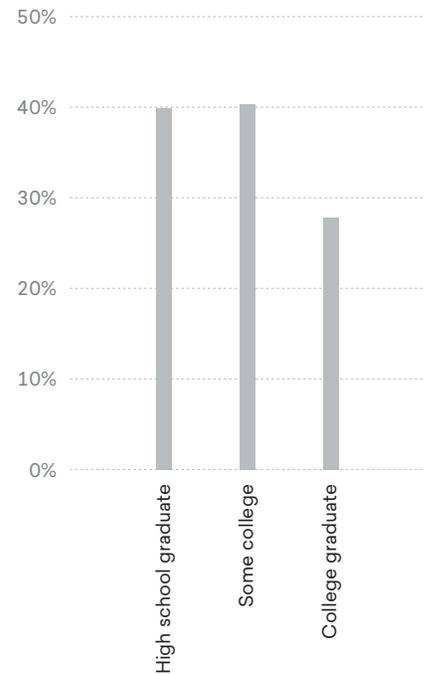
53 Ogden Cynthia L., Tala H. Fakhouri, Margaret D. Carroll, Craig M. Hales, Cheryl D. Fryar, Xianfen Li, David S. Freedman. "Prevalence of Obesity Among Adults, by Household Income and Education – United States, 2011–2014" National Center for Health Statistics, *Morbidity and Mortality Weekly Report*, 66:1369–1373 (2017).

FIGURE A11.2: PREVALENCE OF ALCOHOL DEPENDENCE OR ABUSE BY EDUCATION LEVEL



Source: Centers for Disease Control and Prevention.

FIGURE A11.3: PREVALENCE OF OBESITY BY EDUCATION LEVEL



Source: Derived from data provided by the National Center for Health Statistics.

DEPRESSION

Capturing the full economic cost of mental illness is difficult because not all mental disorders have a correlation with education. For this reason, we only examine the economic costs associated with major depressive disorder (MDD), which are comprised of medical and pharmaceutical costs, workplace costs such as absenteeism, and suicide-related costs.⁵⁴

Figure A11.4 summarizes the prevalence of MDD among adults by education level, based on data provided by the CDC.⁵⁵ As shown, people with some college are most likely to have MDD compared to those with other levels of educational attainment. People with a high school diploma or less, along with college graduates, are all fairly similar in the prevalence rates.

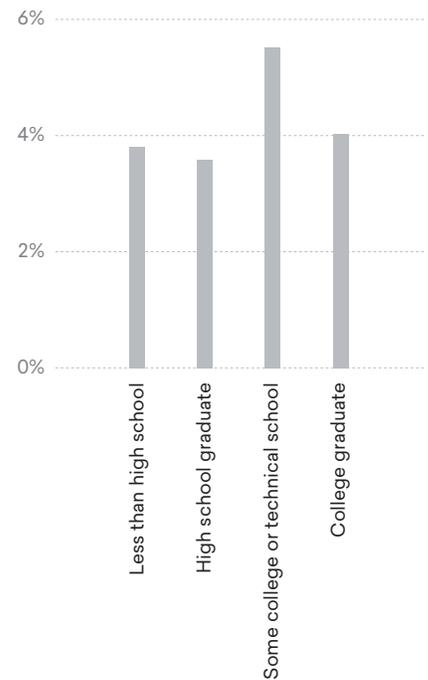
DRUG ABUSE

The burden and cost of illicit drug abuse is enormous in the U.S., but little is known about the magnitude of costs and effects at a national level. What is known is that the rate of people abusing drugs is inversely proportional to their education level. The higher the education level, the less likely a person is to abuse or depend on illicit drugs. The probability that a person with less than a high school diploma will abuse drugs is 3.4%, twice as large as the probability of drug abuse for college graduates (1.7%). This relationship is presented in Figure A11.5 based on data supplied by SAMHSA.⁵⁶ Similar to alcohol abuse, prevalence does not strictly decline at every education level. Health costs associated with illegal drug use are also available from SAMSHA, with costs to state and local government representing 40% of the total cost related to illegal drug use.⁵⁷

Crime

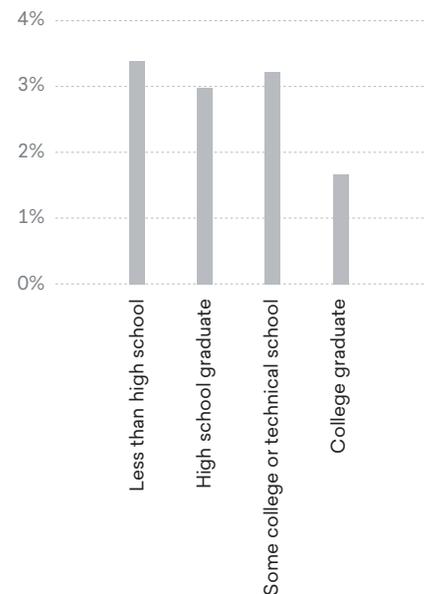
As people achieve higher education levels, they are statistically less likely to commit crimes. The analysis identifies the following three types of crime-related expenses: 1) criminal justice expenditures, including police protection, judicial and legal, and corrections, 2) victim costs, and 3) productivity lost as a result of time spent in jail or prison rather than working.

FIGURE A11.4: PREVALENCE OF MAJOR DEPRESSIVE EPISODE BY EDUCATION LEVEL



Source: National Survey on Drug Use and Health.

FIGURE A11.5: PREVALENCE OF ILLICIT DRUG DEPENDENCE OR ABUSE BY EDUCATION LEVEL



Source: Substance Abuse and Mental Health Services Administration.

54 Greenberg, Paul, Andree-Anne Fournier, Tammy Sisitsky, Crystal Pike, and Ronald Kessler. "The Economic Burden of Adults with Major Depressive Disorder in the United States (2005 and 2010)" *Journal of Clinical Psychiatry* 76:2, 2015.

55 National Survey on Drug Use and Health. "Table 8.59B: Had at Least One Major Depressive Episode (MDE) or MDE with Severe Impairment in Past Year among Persons Aged 18 or Older, and Receipt of Treatment for Depression in Past Year among Persons Aged 18 or Older with MDE or MDE with Severe Impairment in Past Year, by Geographic, Socioeconomic, and Health Characteristics: Percentages, 2015 and 2016."

56 Substance Abuse and Mental Health Services Administration, National Survey on Drug Use and Health, 2010 and 2011.

57 Substance Abuse and Mental Health Services Administration. "Table A.2. Spending by Payer: Levels and Percent Distribution for Mental Health and Substance Abuse (MHSA), Mental Health (MH), Substance Abuse (SA), Alcohol Abuse (AA), Drug Abuse (DA), and All-Health, 2014." *Behavioral Health Spending & Use Accounts, 1986 - 2014*. HHS Publication No. SMA-16-4975, 2016.

Figure A11.6 displays the educational attainment of the incarcerated population in the U.S. Data are derived from the breakdown of the inmate population by education level in federal, state, and local prisons as provided by the U.S. Census Bureau.⁵⁸

Victim costs comprise material, medical, physical, and emotional losses suffered by crime victims. Some of these costs are hidden, while others are available in various databases. Estimates of victim costs vary widely, attributable to differences in how the costs are measured. The lower end of the scale includes only tangible out-of-pocket costs, while the higher end includes intangible costs related to pain and suffering.⁵⁹

Yet another measurable cost is the economic productivity of people who are incarcerated and are thus not employed. The measurable productivity cost is simply the number of additional incarcerated people, who could have been in the labor force, multiplied by the average income of their corresponding education levels.

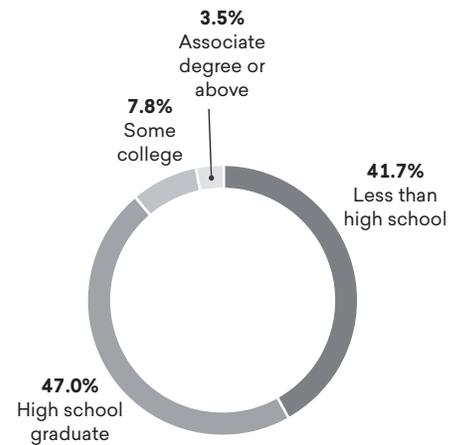
Income Assistance

Statistics show that as education levels increase, the number of applicants for government-funded income assistance such as welfare and unemployment benefits declines. Welfare and unemployment claimants can receive assistance from a variety of different sources, including Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), Medicaid, Supplemental Security Income (SSI), and unemployment insurance.⁶⁰

Figure A11.7 relates the breakdown of TANF recipients by education level, derived from data provided by the U.S. Department of Health and Human Services.⁶¹ As shown, the demographic characteristics of TANF recipients are weighted heavily towards the less than high school and high school categories, with a much smaller representation of individuals with greater than a high school education.

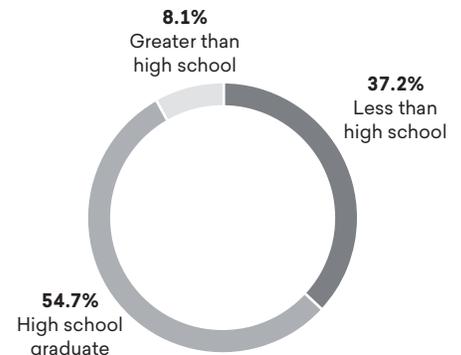
Unemployment rates also decline with increasing levels of education, as illustrated in Figure A11.8. These data are provided by the Bureau of Labor Statistics.⁶² As shown, unemployment rates range from 6.5% for those with less than a high school diploma to 2.0% for those at the graduate degree level or higher.

FIGURE A11.6: EDUCATIONAL ATTAINMENT OF THE INCARCERATED POPULATION



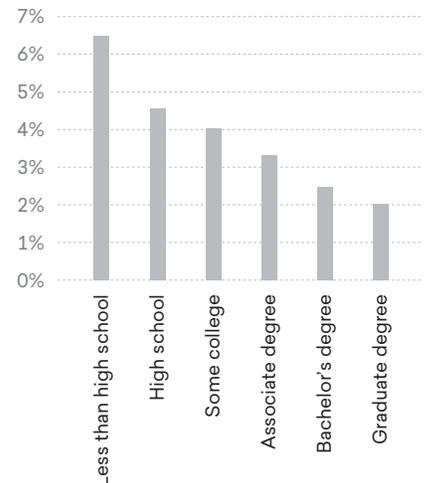
Source: Derived from data provided by the U.S. Census Bureau.

FIGURE A11.7: BREAKDOWN OF TANF RECIPIENTS BY EDUCATION LEVEL



Source: U.S. Department of Health and Human Services, Office of Family Assistance.

FIGURE A11.8: UNEMPLOYMENT BY EDUCATION LEVEL



Source: Bureau of Labor Statistics.

58 U.S. Census Bureau. "Educational Characteristics of Prisoners: Data from the ACS." 2011.

59 McCollister, Kathryn E., Michael T. French, and Hai Fang. "The Cost of Crime to Society: New Crime-Specific Estimates for Policy and Program Evaluation." *Drug and Alcohol Dependence* 108, no. 1-2 (April 2010): 98-109.

60 Medicaid is not considered in this analysis because it overlaps with the medical expenses in the analyses for smoking, alcohol dependence, obesity, depression, and drug abuse. We also exclude any welfare benefits associated with disability and age.

61 U.S. Department of Health and Human Services, Office of Family Assistance. "Characteristics and Financial Circumstances of TANF Recipients, Fiscal Year 2016."

62 Bureau of Labor Statistics. "Table 7. Employment status of the civilian noninstitutional population 25 years and over by educational attainment, sex, race, and Hispanic or Latino ethnicity." *Current Population Survey, Labor Force Statistics, Household Data Annual Averages, 2017.*