The **Anchor Economy Initiative** at the Federal Reserve Bank of Philadelphia examines how anchor institutions — specifically hospitals and higher education institutions — sustain jobs, drive economic growth, and support equitable regional development in regions across the United States. The following profiles detail the economic impacts of higher education institutions and hospitals by U.S. state. The data come from the **Anchor Economy Dashboard** and feature the years 2004 and 2019, demonstrating change over time.

Select a state name to jump to that profile.

<table>
<thead>
<tr>
<th>Alabama</th>
<th>Illinois</th>
<th>Montana</th>
<th>Rhode Island</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alaska</td>
<td>Indiana</td>
<td>Nebraska</td>
<td>South Carolina</td>
</tr>
<tr>
<td>Arizona</td>
<td>Iowa</td>
<td>Nevada</td>
<td>South Dakota</td>
</tr>
<tr>
<td>Arkansas</td>
<td>Kansas</td>
<td>New Hampshire</td>
<td>Tennessee</td>
</tr>
<tr>
<td>California</td>
<td>Kentucky</td>
<td>New Jersey</td>
<td>Texas</td>
</tr>
<tr>
<td>Colorado</td>
<td>Louisiana</td>
<td>New Mexico</td>
<td>Utah</td>
</tr>
<tr>
<td>Connecticut</td>
<td>Maine</td>
<td>New York</td>
<td>Vermont</td>
</tr>
<tr>
<td>Delaware</td>
<td>Maryland</td>
<td>North Carolina</td>
<td>Virginia</td>
</tr>
<tr>
<td>District of Columbia</td>
<td>Massachusetts</td>
<td>North Dakota</td>
<td>Washington</td>
</tr>
<tr>
<td>Florida</td>
<td>Michigan</td>
<td>Ohio</td>
<td>West Virginia</td>
</tr>
<tr>
<td>Georgia</td>
<td>Minnesota</td>
<td>Oklahoma</td>
<td>Wisconsin</td>
</tr>
<tr>
<td>Hawaii</td>
<td>Mississippi</td>
<td>Oregon</td>
<td>Wyoming</td>
</tr>
<tr>
<td>Idaho</td>
<td>Missouri</td>
<td>Pennsylvania</td>
<td></td>
</tr>
</tbody>
</table>
Alabama’s Anchor Economy


Reliance Index

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2019: 0.96  0.47  US = 1  1.56  2004: 0.89

About the Anchor Economy Initiative

Anchor institutions are universities and hospitals that are distinguished from other industries and employers by their persistence in place over time, their mission-driven work, and their role as large employers. These conditions make them essential economic assets in communities that can also impact community and economic development. The Anchor Economy Dashboard presents university and hospital impacts for every region in the United States for the years 2004 and 2019. State impacts were calculated based on disaggregating multistate regions and reallocating regional-level impacts to the state level. More details on the methodology of the Anchor Economy data set can be found here.

Employment Impacts\(^1\)

2019: 236.4K  Percent change since 2004:\(^2\) 31.4%  2004: 179.9K

Income Impacts\(^3\)

2019: $13.1B  Percent change since 2004: 34.5%  2004: $9.8B

Gross Value-Added Impacts

2019: $19.0B  Percent change since 2004: 45.6%  2004: $13.1B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

2. Percent changes for employment, income, and gross value-added impacts were calculated using raw impact values, not the rounded impact values displayed.

3. The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
## Alaska’s Anchor Economy


### About the Anchor Economy Initiative

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### Reliance Index

The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region’s anchor institution economic impact divided by the region’s overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

<table>
<thead>
<tr>
<th>2004</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>US = 1</td>
<td>0.47</td>
</tr>
<tr>
<td>1.56</td>
<td>0.84</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employment Impacts$^1$</th>
<th>2019: 34.4K</th>
<th>Percent change since 2004:$^2$ 50.7%</th>
<th>2004: 22.8K</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Income Impacts$^3$</th>
<th>2019: $2.4B</th>
<th>Percent change since 2004: 61.6%</th>
<th>2004: $1.5B</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Gross Value-Added Impacts</th>
<th>2019: $3.5B</th>
<th>Percent change since 2004: 70.1%</th>
<th>2004: $2.0B</th>
</tr>
</thead>
</table>

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1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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Reliance Index

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Arizona’s Anchor Economy


About the Anchor Economy Initiative

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Employment Impacts

2019: 343.8K
Percent change since 2004: 21.5%
2004: 283.0K

Income Impacts

2019: $21.2B
Percent change since 2004: 26.8%
2004: $16.7B

Gross Value-Added Impacts

2019: $31.2B
Percent change since 2004: 36.2%
2004: $22.9B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.
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3. The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
Arkansas’s Anchor Economy


About the Anchor Economy Initiative

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Reliance Index

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Employment Impacts

2019: 153.6K
Percent change since 2004: 24.9%
2004: 123.0K

Income Impacts

2019: $8.3B
Percent change since 2004: 31.0%
2004: $6.3B

Gross Value-Added Impacts

2019: $12.1B
Percent change since 2004: 39.3%
2004: $8.7B

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California’s Anchor Economy


About the Anchor Economy Initiative

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Employment Impacts\(^1\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Direct Impact</th>
<th>Percent Change since 2004:</th>
<th>Direct Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>1.7M</td>
<td>30.2%</td>
<td>1.3M</td>
</tr>
<tr>
<td>2004</td>
<td>1.3M</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Income Impacts\(^3\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Direct Impact</th>
<th>Percent Change since 2004:</th>
<th>Direct Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$130.5B</td>
<td>37.8%</td>
<td>$95.0B</td>
</tr>
<tr>
<td>2004</td>
<td>$95.0B</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Gross Value-Added Impacts

<table>
<thead>
<tr>
<th>Year</th>
<th>Direct Impact</th>
<th>Percent Change since 2004:</th>
<th>Direct Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$187.6B</td>
<td>48.0%</td>
<td>$127.1B</td>
</tr>
<tr>
<td>2004</td>
<td>$127.1B</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

2. Percent changes for employment, income, and gross value-added impacts were calculated using raw impact values, not the rounded impact values displayed.

3. The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
Colorado’s Anchor Economy


About the Anchor Economy Initiative

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Reliance Index

The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region's anchor institution economic impact divided by the region's overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

<table>
<thead>
<tr>
<th>Year</th>
<th>Employment Impacts</th>
<th>2019</th>
<th>Percent change since 2004</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>286.4K</td>
<td>57.2%</td>
<td>182.2K</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Income Impacts</th>
<th>2019</th>
<th>Percent change since 2004</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$17.9B</td>
<td>67.4%</td>
<td>$10.7B</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Gross Value-Added Impacts</th>
<th>2019</th>
<th>Percent change since 2004</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$25.9B</td>
<td>75.6%</td>
<td>$14.7B</td>
<td></td>
</tr>
</tbody>
</table>

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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Connecticut’s Anchor Economy


About the Anchor Economy Initiative
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Reliance Index
The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region’s anchor institution economic impact divided by the region’s overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

2004: 0.88
2019: 1.02

Employment Impacts
2004: 165.6K
2019: 214.4K
Percent change since 2004: 29.5%

Income Impacts
2004: $11.6B
2019: $14.7B
Percent change since 2004: 26.3%

Gross Value-Added Impacts
2004: $15.8B
2019: $22.2B
Percent change since 2004: 40.7%

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.
2. Percent changes for employment, income, and gross value-added impacts were calculated using raw impact values, not the rounded impact values displayed.
3. The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
Reliance Index

The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region’s anchor institution economic impact divided by the region’s overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

Delaware’s Anchor Economy


About the Anchor Economy Initiative

Anchor institutions are universities and hospitals that are distinguished from other industries and employers by their persistence in place over time, their mission-driven work, and their role as large employers. These conditions make them essential economic assets in communities that can also impact community and economic development. The Anchor Economy Dashboard presents university and hospital impacts for every region in the United States for the years 2004 and 2019. State impacts were calculated based on disaggregating multistate regions and reallocating regional-level impacts to the state level. More details on the methodology of the Anchor Economy data set can be found here.

Employment Impacts

2019: 65.3K
Percent change since 2004: 42.5%
2004: 45.8K

Income Impacts

2019: $4.3B
Percent change since 2004: 41.5%
2004: $3.1B

Gross Value-Added Impacts

2019: $6.5B
Percent change since 2004: 55.3%
2004: $4.2B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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Reliance Index

The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region's anchor institution economic impact divided by the region's overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

Employment Impacts

<table>
<thead>
<tr>
<th>Year</th>
<th>Impacts</th>
<th>Percent change since 2004</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>30.4K</td>
<td>35.8%</td>
<td>22.4K</td>
</tr>
<tr>
<td>2004</td>
<td>22.4K</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Income Impacts

<table>
<thead>
<tr>
<th>Year</th>
<th>Impacts</th>
<th>Percent change since 2004</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$2.1B</td>
<td>37.8%</td>
<td>$1.5B</td>
</tr>
<tr>
<td>2004</td>
<td>$1.5B</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Gross Value-Added Impacts

<table>
<thead>
<tr>
<th>Year</th>
<th>Impacts</th>
<th>Percent change since 2004</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$3.2B</td>
<td>49.9%</td>
<td>$2.1B</td>
</tr>
<tr>
<td>2004</td>
<td>$2.1B</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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Reliance Index

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Employment Impacts

2019: 1.0M
Percent change since 2004: 41.0%
2004: 723.1K

Income Impacts

2019: $59.2B
Percent change since 2004: 38.8%
2004: $42.7B

Gross Value-Added Impacts

2019: $88.3B
Percent change since 2004: 48.1%
2004: $59.6B

About the Anchor Economy Initiative

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3. The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
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### Georgia’s Anchor Economy


### Reliance Index

The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region’s anchor institution economic impact divided by the region’s overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

### Employment Impacts

2019: 517.0K  
Percent change since 2004: 39.7%  
2004: 370.1K

### Income Impacts

2019: $30.0B  
Percent change since 2004: 42.0%  
2004: $21.1B

### Gross Value-Added Impacts

2019: $44.6B  
Percent change since 2004: 52.0%  
2004: $29.3B

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1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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3. The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
Hawaii’s Anchor Economy


Reliance Index

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2004: 0.80
2019: 0.90

0.47 US = 1 1.56

About the Anchor Economy Initiative

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Employment Impacts

2019: 69.1K
Percent change since 2004: 30.5%
2004: 53.0K

Income Impacts

2019: $4.7B
Percent change since 2004: 49.7%
2004: $3.2B

Gross Value-Added Impacts

2019: $7.0B
Percent change since 2004: 61.1%
2004: $4.3B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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Idaho’s Anchor Economy


Reliance Index

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2004: 0.88
2019: 0.96

Employment Impacts

2019: 87.1K
Percent change since 2004: 61.7%
2004: 53.9K

Income Impacts

2019: $4.8B
Percent change since 2004: 64.2%
2004: $2.9B

Gross Value-Added Impacts

2019: $7.3B
Percent change since 2004: 87.1%
2004: $3.9B

About the Anchor Economy Initiative

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2. Percent changes for employment, income, and gross value-added impacts were calculated using raw impact values, not the rounded impact values displayed.
3. The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
Reliance Index

The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region's anchor institution economic impact divided by the region's overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

Illinois’s Anchor Economy


About the Anchor Economy Initiative

Anchor institutions are universities and hospitals that are distinguished from other industries and employers by their persistence in place over time, their mission-driven work, and their role as large employers. These conditions make them essential economic assets in communities that can also impact community and economic development. The Anchor Economy Dashboard presents university and hospital impacts for every region in the United States for the years 2004 and 2019. State impacts were calculated based on disaggregating multistate regions and reallocating regional-level impacts to the state level. More details on the methodology of the Anchor Economy data set can be found here.

Employment Impacts

- 2019: 859.1K
- Percent change since 2004: 22.9%
- 2004: 698.9K

Income Impacts

- 2019: $56.7B
- Percent change since 2004: 28.3%
- 2004: $44.1B

Gross Value-Added Impacts

- 2019: $86.0B
- Percent change since 2004: 39.6%
- 2004: $61.6B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

2. Percent changes for employment, income, and gross value-added impacts were calculated using raw impact values, not the rounded impact values displayed.

3. The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
Indiana’s Anchor Economy


Reliance Index
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2004: 1.03

2019: 1.20

0.47 US = 1 1.56

About the Anchor Economy Initiative
Anchor institutions are universities and hospitals that are distinguished from other industries and employers by their persistence in place over time, their mission-driven work, and their role as large employers. These conditions make them essential economic assets in communities that can also impact community and economic development. The Anchor Economy Dashboard presents university and hospital impacts for every region in the United States for the years 2004 and 2019. State impacts were calculated based on disaggregating multistate regions and reallocating regional-level impacts to the state level. More details on the methodology of the Anchor Economy data set can be found here.

Employment Impacts

<table>
<thead>
<tr>
<th>Year</th>
<th>Employment Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>326.6K</td>
</tr>
<tr>
<td>2019</td>
<td>448.5K</td>
</tr>
</tbody>
</table>

Percent change since 2004: 37.3%

Income Impacts

<table>
<thead>
<tr>
<th>Year</th>
<th>Income Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>18.1B</td>
</tr>
<tr>
<td>2019</td>
<td>26.1B</td>
</tr>
</tbody>
</table>

Percent change since 2004: 43.6%

Gross Value-Added Impacts

<table>
<thead>
<tr>
<th>Year</th>
<th>Gross Value-Added Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>25.0B</td>
</tr>
<tr>
<td>2019</td>
<td>39.4B</td>
</tr>
</tbody>
</table>

Percent change since 2004: 57.8%

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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Iowa’s Anchor Economy


About the Anchor Economy Initiative

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Reliance Index

Employment Impacts\(^1\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
<th>Percent Change</th>
<th>Value 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>189.3K</td>
<td>14.8%</td>
<td>164.9K</td>
</tr>
<tr>
<td>2004</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Income Impacts\(^3\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
<th>Percent Change</th>
<th>Value 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$11.0B</td>
<td>28.7%</td>
<td>$8.5B</td>
</tr>
<tr>
<td>2004</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Gross Value-Added Impacts

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
<th>Percent Change</th>
<th>Value 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$15.7B</td>
<td>37.3%</td>
<td>$11.4B</td>
</tr>
<tr>
<td>2004</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

2. Percent changes for employment, income, and gross value-added impacts were calculated using raw impact values, not the rounded impact values displayed.

3. The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
## Reliance Index

The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region's anchor institution economic impact divided by the region's overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

### Kansas’s Anchor Economy

<table>
<thead>
<tr>
<th>Year</th>
<th>Employment Impacts</th>
<th>Income Impacts</th>
<th>Gross Value-Added Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$182.5K</td>
<td>$10.2B</td>
<td>$15.1B</td>
</tr>
<tr>
<td>2004</td>
<td>$151.7K</td>
<td>$7.9B</td>
<td>$10.8B</td>
</tr>
</tbody>
</table>

### Employment Impacts

- **2019:** 182.5K
- **Percent change since 2004:** 20.3%
- **2004:** 151.7K

### Income Impacts

- **2019:** $10.2B
- **Percent change since 2004:** 30.0%
- **2004:** $7.9B

### Gross Value-Added Impacts

- **2019:** $15.1B
- **Percent change since 2004:** 39.6%
- **2004:** $10.8B

---

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

2. Percent changes for employment, income, and gross value-added impacts were calculated using raw impact values, not the rounded impact values displayed.

3. The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
Kentucky’s Anchor Economy


Reliance Index

The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region’s anchor institution economic impact divided by the region’s overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

2004: 1.05

2019: 1.17

0.47 US = 1 1.56

About the Anchor Economy Initiative

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Employment Impacts

2019: 259.4K

Percent change since 2004: 31.0%

2004: 198.0K

Income Impacts

2019: $14.7B

Percent change since 2004: 36.8%

2004: $10.7B

Gross Value-Added Impacts

2019: $21.3B

Percent change since 2004: 46.5%

2004: $14.6B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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Employment Impacts

2019: 258.4K
Percent change since 2004: -7.9%
2004: 280.5K

Income Impacts

2019: $14.8B
Percent change since 2004: -0.3%
2004: $14.9B

Gross Value-Added Impacts

2019: $21.7B
Percent change since 2004: 6.9%
2004: $20.3B

About the Anchor Economy Initiative

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Maine’s Anchor Economy


About the Anchor Economy Initiative

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Employment Impacts

2019: 92.5K
Percent change since 2004: 33.0%
2004: 69.5K

Income Impacts

2019: $5.5B
Percent change since 2004: 38.3%
2004: $4.0B

Gross Value-Added Impacts

2019: $8.0B
Percent change since 2004: 47.1%
2004: $5.4B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.
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Maryland’s Anchor Economy


Reliance Index

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Employment Impacts

2019: 376.6K
Percent change since 2004: 31.9%
2004: 285.6K

Income Impacts

2019: $25.1B
Percent change since 2004: 33.7%
2004: $18.8B

Gross Value-Added Impacts

2019: $38.0B
Percent change since 2004: 46.3%
2004: $26.0B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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Massachusetts’s Anchor Economy


Employment Impacts[^1]

- 2019: 629.3K
- Percent change since 2004: 37.4%
- 2004: 457.9K

Income Impacts[^3]

- 2019: $44.9B
- Percent change since 2004: 44.1%
- 2004: $31.2B

Gross Value-Added Impacts

- 2019: $65.9B
- Percent change since 2004: 55.1%
- 2004: $42.5B

[^1]: Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

[^2]: Percent changes for employment, income, and gross value-added impacts were calculated using raw impact values, not the rounded impact values displayed.

[^3]: The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
Reliance Index

The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region’s anchor institution economic impact divided by the region’s overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

## Michigan’s Anchor Economy

### Population:
- 2019: 10,081,205
- 2004: 10,061,363

### About the Anchor Economy Initiative

Anchor institutions are universities and hospitals that are distinguished from other industries and employers by their persistence in place over time, their mission-driven work, and their role as large employers. These conditions make them essential economic assets in communities that can also impact community and economic development. The Anchor Economy Dashboard presents university and hospital impacts for every region in the United States for the years 2004 and 2019. State impacts were calculated based on disaggregating multistate regions and reallocating regional-level impacts to the state level. More details on the methodology of the Anchor Economy data set can be found [here](#).

### Employment Impacts
- **2019:** 670.2K
- Percent change since 2004: **28.2%**
- **2004:** 523.0K

### Income Impacts
- **2019:** $42.1B
- Percent change since 2004: **34.0%**
- **2004:** $31.4B

### Gross Value-Added Impacts
- **2019:** $59.5B
- Percent change since 2004: **40.4%**
- **2004:** $42.4B

---

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

2. Percent changes for employment, income, and gross value-added impacts were calculated using raw impact values, not the rounded impact values displayed.

3. The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
Reliance Index

The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region's anchor institution economic impact divided by the region's overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

### Minnesota’s Anchor Economy


#### Employment Impacts

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
<th>Percent Change Since 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>363.1K</td>
<td>33.2%</td>
</tr>
<tr>
<td>2004</td>
<td>272.7K</td>
<td></td>
</tr>
</tbody>
</table>

#### Income Impacts

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
<th>Percent Change Since 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$22.9B</td>
<td>44.4%</td>
</tr>
<tr>
<td>2004</td>
<td>$15.9B</td>
<td></td>
</tr>
</tbody>
</table>

#### Gross Value-Added Impacts

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
<th>Percent Change Since 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$33.2B</td>
<td>52.1%</td>
</tr>
<tr>
<td>2004</td>
<td>$21.8B</td>
<td></td>
</tr>
</tbody>
</table>

---

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

2. Percent changes for employment, income, and gross value-added impacts were calculated using raw impact values, not the rounded impact values displayed.

3. The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
Mississippi’s Anchor Economy


Reliance Index

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About the Anchor Economy Initiative

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Employment Impacts¹

2019: 169.8K
Percent change since 2004: 11.8%
2004: 151.9K

Income Impacts³

2019: $9.1B
Percent change since 2004: 16.1%
2004: $7.9B

Gross Value-Added Impacts

2019: $13.0B
Percent change since 2004: 22.1%
2004: $10.7B

¹ Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

² Percent changes for employment, income, and gross value-added impacts were calculated using raw impact values, not the rounded impact values displayed.

³ The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
Missouri’s Anchor Economy


About the Anchor Economy Initiative

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Relevance Index

The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region’s anchor institution economic impact divided by the region’s overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

Missouri’s Anchor Economy


Reliance Index

The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region’s anchor institution economic impact divided by the region’s overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

Employment Impacts\(^1\)

2019: 433.6K

Percent change since 2004: \(^2\) 33.3%  
2004: 325.2K

Income Impacts\(^3\)

2019: $25.2B

Percent change since 2004: 43.3%  
2004: $17.6B

Gross Value-Added Impacts

2019: $37.6B

Percent change since 2004: 50.1%  
2004: $25.1B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

2. Percent changes for employment, income, and gross value-added impacts were calculated using raw impact values, not the rounded impact values displayed.

3. The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
Montana’s Anchor Economy


About the Anchor Economy Initiative

Anchor institutions are universities and hospitals that are distinguished from other industries and employers by their persistence in place over time, their mission-driven work, and their role as large employers. These conditions make them essential economic assets in communities that can also impact community and economic development. The Anchor Economy Dashboard presents university and hospital impacts for every region in the United States for the years 2004 and 2019. State impacts were calculated based on disaggregating multistate regions and reallocating regional-level impacts to the state level. More details on the methodology of the Anchor Economy data set can be found here.

Reliance Index

The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region’s anchor institution economic impact divided by the region’s overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

Employment Impacts

2019: 87.1K
Percent change since 2004: 46.7%
2004: 59.4K

Income Impacts

2019: $5.1B
Percent change since 2004: 67.4%
2004: $3.1B

Gross Value-Added Impacts

2019: $7.3B
Percent change since 2004: 76.7%
2004: $4.1B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

2. Percent changes for employment, income, and gross value-added impacts were calculated using raw impact values, not the rounded impact values displayed.

3. The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
Nebraska’s Anchor Economy


Reliance Index

The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region’s anchor institution economic impact divided by the region’s overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

2004: 1.09
2019: 1.04

US = 1

0.47
1.56

About the Anchor Economy Initiative

Anchor institutions are universities and hospitals that are distinguished from other industries and employers by their persistence in place over time, their mission-driven work, and their role as large employers. These conditions make them essential economic assets in communities that can also impact community and economic development. The Anchor Economy Dashboard presents university and hospital impacts for every region in the United States for the years 2004 and 2019. State impacts were calculated based on disaggregating multistate regions and reallocating regional-level impacts to the state level. More details on the methodology of the Anchor Economy data set can be found here.

Employment Impacts

2019: 123.6K
Percent change since 2004: 16.7%
2004: 106.0K

Income Impacts

2019: $7.1B
Percent change since 2004: 25.9%
2004: $5.6B

Gross Value-Added Impacts

2019: $10.4B
Percent change since 2004: 39.2%
2004: $7.5B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

2. Percent changes for employment, income, and gross value-added impacts were calculated using raw impact values, not the rounded impact values displayed.

3. The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
Reliance Index

The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region’s anchor institution economic impact divided by the region’s overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

Nevada’s Anchor Economy


About the Anchor Economy Initiative

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Employment Impacts

2019: 97.8K
Percent change since 2004: 39.6%
2004: 70.1K

Income Impacts

2019: $6.5B
Percent change since 2004: 34.8%
2004: $4.8B

Gross Value-Added Impacts

2019: $9.5B
Percent change since 2004: 45.6%
2004: $6.6B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

2. Percent changes for employment, income, and gross value-added impacts were calculated using raw impact values, not the rounded impact values displayed.

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New Hampshire’s Anchor Economy


Reliance Index

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Employment Impacts\(^1\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
<th>Percent change since 2004:</th>
<th>2004 Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>107.3K</td>
<td>34.3%</td>
<td>79.9K</td>
</tr>
<tr>
<td>2004</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Income Impacts\(^3\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
<th>Percent change since 2004:</th>
<th>2004 Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$7.2B</td>
<td>40.4%</td>
<td>$5.1B</td>
</tr>
<tr>
<td>2004</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Gross Value-Added Impacts

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
<th>Percent change since 2004:</th>
<th>2004 Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$10.8B</td>
<td>53.4%</td>
<td>$7.0B</td>
</tr>
<tr>
<td>2004</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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About the Anchor Economy Initiative

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New Jersey’s Anchor Economy


About the Anchor Economy Initiative

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Employment Impacts

2019: 569.5K
Percent change since 2004: 17.5%
2004: 484.7K

Income Impacts

2019: $43.7B
Percent change since 2004: 21.1%
2004: $36.1B

Gross Value-Added Impacts

2019: $65.9B
Percent change since 2004: 32.7%
2004: $49.6B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region’s anchor institution economic impact divided by the region’s overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.


About the Anchor Economy Initiative

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Employment Impacts

2019: 98.4K

Percent change since 2004: 15.8%

2004: 85.0K

Income Impacts

2019: $6.0B

Percent change since 2004: 28.2%

2004: $4.7B

Gross Value-Added Impacts

2019: $9.0B

Percent change since 2004: 33.6%

2004: $6.7B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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New York’s Anchor Economy

|-------------|--------------------|--------------------|

About the Anchor Economy Initiative

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### Employment Impacts

- **2019:** 1.2M
- **2004:** 1.1M
- Percent change since 2004: **15.3%**

### Income Impacts

- **2019:** $90.0B
- **2004:** $73.9B
- Percent change since 2004: **21.7%**

### Gross Value-Added Impacts

- **2019:** $135.2B
- **2004:** $102.1B
- Percent change since 2004: **32.4%**

---

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

2. Percent changes for employment, income, and gross value-added impacts were calculated using raw impact values, not the rounded impact values displayed.

3. The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
North Carolina’s Anchor Economy


Reliance Index

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<table>
<thead>
<tr>
<th>Year</th>
<th>Reliance Index</th>
<th>Percent Change</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>0.88</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>0.96</td>
<td>43.8%</td>
<td>$46.8B</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Year</th>
<th>Employment Impacts</th>
<th>Percent Change</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>368.5K</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>529.8K</td>
<td>43.8%</td>
<td>$46.8B</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Income Impacts</th>
<th>Percent Change</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>20.7B</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
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1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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Employment Impacts

2019: 56.4K
Percent change since 2004: 32.6%
2004: 42.5K

Income Impacts

2019: $3.2B
Percent change since 2004: 55.7%
2004: $2.1B

Gross Value-Added Impacts

2019: $4.5B
Percent change since 2004: 66.7%
2004: $2.7B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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Ohio’s Anchor Economy


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Employment Impacts

2019: 761.9K  Percent change since 2004: 29.6%  2004: 587.8K

Income Impacts

2019: $45.0B  Percent change since 2004: 34.2%  2004: $33.5B

Gross Value-Added Impacts

2019: $66.8B  Percent change since 2004: 44.7%  2004: $46.1B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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Oklahoma’s Anchor Economy


Reliance Index

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2004: 0.95
2019: 0.92

About the Anchor Economy Initiative

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Employment Impacts

2019: 196.4K
Percent change since 2004: 22.3%
2004: 160.5K

Income Impacts

2019: $10.8B
Percent change since 2004: 31.2%
2004: $8.3B

Gross Value-Added Impacts

2019: $16.0B
Percent change since 2004: 43.0%
2004: $11.2B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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Oregon’s Anchor Economy


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Employment Impacts

2019: 184.4K
Percent change since 2004: 19.9%
2004: 153.8K

Income Impacts

2019: $11.8B
Percent change since 2004: 34.6%
2004: $8.8B

Gross Value-Added Impacts

2019: $17.4B
Percent change since 2004: 45.0%
2004: $12.0B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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3. The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
Pennsylvania’s Anchor Economy


Reliance Index
The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region’s anchor institution economic impact divided by the region’s overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

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Employment Impacts\(^1\)
2019: 864.0K
Percent change since 2004: \(^2\) 22.0%  2004: 707.9K

Income Impacts\(^3\)
2019: $53.6B
Percent change since 2004: 19.8%  2004: $44.8B

Gross Value-Added Impacts
2019: $79.7B
Percent change since 2004: 33.0%  2004: $60.0B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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Rhode Island’s Anchor Economy


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Reliance Index

2004: 1.19

2019: 1.21

Employment Impacts\(^1\)

2019: 69.9K

Percent change since 2004: \(^2\) 22.8%

2004: 56.9K

Income Impacts\(^3\)

2019: $4.1B

Percent change since 2004: 18.6%

2004: $3.4B

Gross Value-Added Impacts

2019: $6.3B

Percent change since 2004: 29.5%

2004: $4.8B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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South Carolina’s Anchor Economy


About the Anchor Economy Initiative

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Employment Impacts

2019: 230.8K
Percent change since 2004: 38.7%
2004: 166.4K

Income Impacts

2019: $13.8B
Percent change since 2004: 56.1%
2004: $8.9B

Gross Value-Added Impacts

2019: $19.8B
Percent change since 2004: 62.0%
2004: $12.2B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

2. Percent changes for employment, income, and gross value-added impacts were calculated using raw impact values, not the rounded impact values displayed.

3. The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
South Dakota’s Anchor Economy


Reliance Index

The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region’s anchor institution economic impact divided by the region’s overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

2004: 1.17

2019: 1.29

0.47 US = 1 1.56

About the Anchor Economy Initiative

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Employment Impacts

2019: 71.1K
Percent change since 2004: 42.5%
2004: 49.9K

Income Impacts

2019: $4.0B
Percent change since 2004: 52.7%
2004: $2.6B

Gross Value-Added Impacts

2019: $6.0B
Percent change since 2004: 69.6%
2004: $3.5B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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Tennessee’s Anchor Economy


About the Anchor Economy Initiative

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Reliance Index

The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region’s anchor institution economic impact divided by the region’s overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

Employment Impacts

2019: 388.3K
Percent change since 2004: 32.6%
2004: 292.8K

Income Impacts

2019: $22.4B
Percent change since 2004: 23.1%
2004: $18.2B

Gross Value-Added Impacts

2019: $38.3B
Percent change since 2004: 59.9%
2004: $24.0B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities; indirect captures activity by businesses used by hospitals and universities in the regional economy; and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

2. Percent changes for employment, income, and gross value-added impacts were calculated using raw impact values, not the rounded impact values displayed.

3. The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
Reliance Index

The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region's anchor institution economic impact divided by the region's overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

2004: 0.91
2019: 0.84

Employment Impacts\(^1\)

2019: 1.3M
Percent change since 2004: 40.6%
2004: 928.1K

Income Impacts\(^3\)

2019: $82.4B
Percent change since 2004: 43.7%
2004: $57.3B

Gross Value-Added Impacts

2019: $120.5B
Percent change since 2004: 57.3%
2004: $76.3B

About the Anchor Economy Initiative

Anchor institutions are universities and hospitals that are distinguished from other industries and employers by their persistence in place over time, their mission-driven work, and their role as large employers. These conditions make them essential economic assets in communities that can also impact community and economic development. The Anchor Economy Dashboard presents university and hospital impacts for every region in the United States for the years 2004 and 2019. State impacts were calculated based on disaggregating multistate regions and reallocating regional-level impacts to the state level. More details on the methodology of the Anchor Economy data set can be found here.


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Utah’s Anchor Economy


Employment Impacts\(^1\)

2019: 180.0K

Percent change since 2004: \(^2\) 66.2%

2004: 108.3K

Income Impacts\(^3\)

2019: $10.3B

Percent change since 2004: 93.3%

2004: $5.3B

Gross Value-Added Impacts

2019: $14.9B

Percent change since 2004: 100.9%

2004: $7.4B

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Vermont’s Anchor Economy


About the Anchor Economy Initiative

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Employment Impacts

2019: 53.4K  Percent change since 2004: 40.6%  2004: 38.0K

Income Impacts

2019: $3.2B  Percent change since 2004: 47.7%  2004: $2.1B

Gross Value-Added Impacts

2019: $4.6B  Percent change since 2004: 60.3%  2004: $2.9B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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Reliance Index

The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region's anchor institution economic impact divided by the region's overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

Virginia’s Anchor Economy


About the Anchor Economy Initiative

Anchor institutions are universities and hospitals that are distinguished from other industries and employers by their persistence in place over time, their mission-driven work, and their role as large employers. These conditions make them essential economic assets in communities that can also impact community and economic development. The Anchor Economy Dashboard presents university and hospital impacts for every region in the United States for the years 2004 and 2019. State impacts were calculated based on disaggregating multistate regions and reallocating regional-level impacts to the state level. More details on the methodology of the Anchor Economy data set can be found here.

### Employment Impacts

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>341K</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>433.4K</td>
<td>27.0%</td>
</tr>
</tbody>
</table>

### Income Impacts

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>$20.0B</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>$26.9B</td>
<td>34.6%</td>
</tr>
</tbody>
</table>

### Gross Value-Added Impacts

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>$27.4B</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>$39.9B</td>
<td>45.3%</td>
</tr>
</tbody>
</table>

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1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

2. Percent changes for employment, income, and gross value-added impacts were calculated using raw impact values, not the rounded impact values displayed.

3. The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
Reliance Index

The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region's anchor institution economic impact divided by the region's overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

Population:

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>6,175,088</td>
</tr>
<tr>
<td>2019</td>
<td>7,631,345</td>
</tr>
</tbody>
</table>

About the Anchor Economy Initiative

Anchor institutions are universities and hospitals that are distinguished from other industries and employers by their persistence in place over time, their mission-driven work, and their role as large employers. These conditions make them essential economic assets in communities that can also impact community and economic development. The Anchor Economy Dashboard presents university and hospital impacts for every region in the United States for the years 2004 and 2019. State impacts were calculated based on disaggregating multistate regions and reallocating regional-level impacts to the state level. More details on the methodology of the Anchor Economy data set can be found here.

### Employment Impacts

- **2019:** 352.1K
- **2004:** 248.9K
- **Percent change since 2004:** 41.4%

### Income Impacts

- **2019:** $25.6B
- **2004:** $15.3B
- **Percent change since 2004:** 66.8%

### Gross Value-Added Impacts

- **2019:** $37.3B
- **2004:** $21.1B
- **Percent change since 2004:** 77.0%

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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**Reliance Index**

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**West Virginia’s Anchor Economy**


**About the Anchor Economy Initiative**

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**Employment Impacts**

- **2019:** 112.6K
- Percent change since 2004: **25.4%**
- **2004:** 89.8K

**Income Impacts**

- **2019:** $6.6B
- Percent change since 2004: **34.3%**
- **2004:** $4.9B

**Gross Value-Added Impacts**

- **2019:** $9.2B
- Percent change since 2004: **42.0%**
- **2004:** $6.5B

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1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

2. Percent changes for employment, income, and gross value-added impacts were calculated using raw impact values, not the rounded impact values displayed.

3. The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
Wisconsin’s Anchor Economy


Reliance Index

The reliance index captures how dependent a regional economy is on anchor institutions for economic activity. It is calculated as the ratio of a region’s anchor institution economic impact divided by the region’s overall economy, divided by the same ratio calculated at the national level. The U.S. as a whole is 1 on the reliance index.

0.47  US = 1  1.56

2004: 1.06

2019: 1.04

About the Anchor Economy Initiative

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Employment Impacts

2019: 352.2K  Percent change since 2004: 13.5%  2004: 310.3K

Income Impacts

2019: $21.5B  Percent change since 2004: 21.7%  2004: $17.7B

Gross Value-Added Impacts

2019: $31.4B  Percent change since 2004: 30.3%  2004: $24.1B

1. Employment, income, and gross value-added impacts are measured on three levels: direct, indirect, and induced. Direct represents spending by hospitals and universities, indirect captures activity by businesses used by hospitals and universities in the regional economy, and induced represents activity generated by employees spending their salaries with businesses in the region. All this economic activity is attributable to the anchor institutions in a region and represents their economic impact.

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3. The dollar amounts for 2004 income and gross value-added impacts are expressed in 2019 dollars to account for inflation.
Wyoming’s Anchor Economy


Reliance Index

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About the Anchor Economy Initiative

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Employment Impacts

2019: 26.0K
Percent change since 2004: -3.1%
2004: 26.8K

Income Impacts

2019: $1.7B
Percent change since 2004: 22.3%
2004: $1.4B

Gross Value-Added Impacts

2019: $2.3B
Percent change since 2004: 23.5%
2004: $1.9B

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