

State Anchor Economy Impacts

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.

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

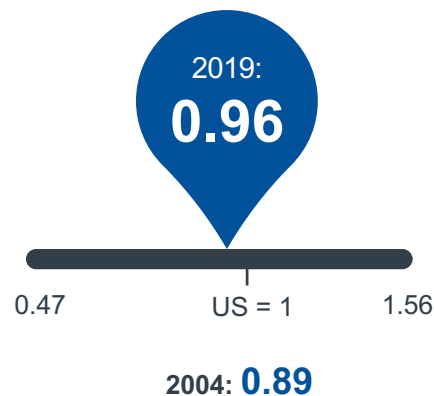
Alabama's Anchor Economy

Population: **5,002,228** (2019)

4,532,102 (2004)

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.



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 Impacts¹

2019: **236.4K**

Percent change since 2004:² **31.4%**

2004: **179.9K**

Income Impacts³

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.

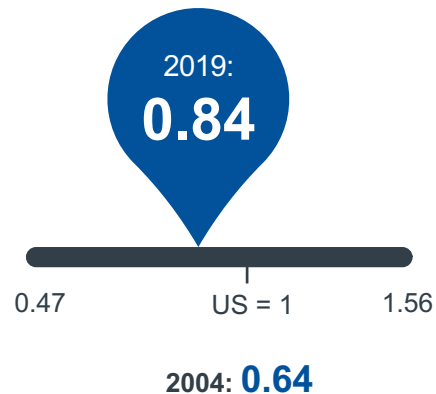
Alaska's Anchor Economy

Population: **735,521** (2019)

658,313 (2004)

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.



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 Impacts¹

2019: **34.4K**

Percent change since 2004:² **50.7%**

2004: **22.8K**

Income Impacts³

2019: **\$2.4B**

Percent change since 2004: **61.6%**

2004: **\$1.5B**

Gross Value-Added Impacts

2019: **\$3.5B**

Percent change since 2004: **70.1%**

2004: **\$2.0B**

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.

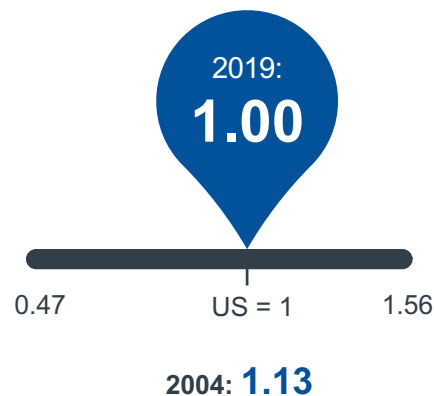
Arizona's Anchor Economy

Population: **7,063,452** (2019)

5,642,464 (2004)

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.



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 Impacts¹

2019: **343.8K**

Percent change since 2004:² **21.5%**

2004: **283.0K**

Income Impacts³

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.
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.

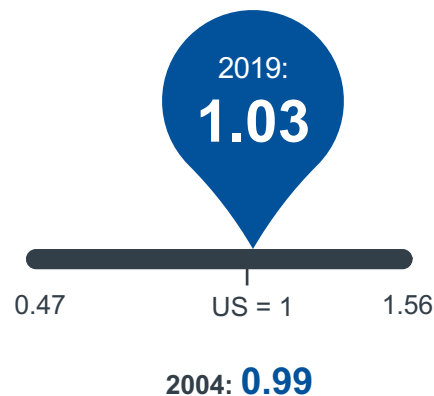
Arkansas's Anchor Economy

Population: **3,004,953** (2019)

2,749,436 (2004)

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.



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 Impacts¹

2019: **153.6K**

Percent change since 2004:² **24.9%**

2004: **123.0K**

Income Impacts³

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**

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.

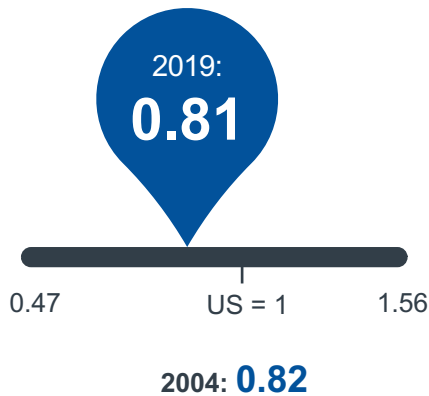
California's Anchor Economy

Population: **39,573,671** (2019)

35,561,830 (2004)

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.



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 Impacts¹

2019: **1.7M**

Percent change since 2004:² **30.2%**

2004: **1.3M**

Income Impacts³

2019: **\$130.5B**

Percent change since 2004: **37.8%**

2004: **\$95.0B**

Gross Value-Added Impacts

2019: **\$187.6B**

Percent change since 2004: **48.0%**

2004: **\$127.1B**

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.

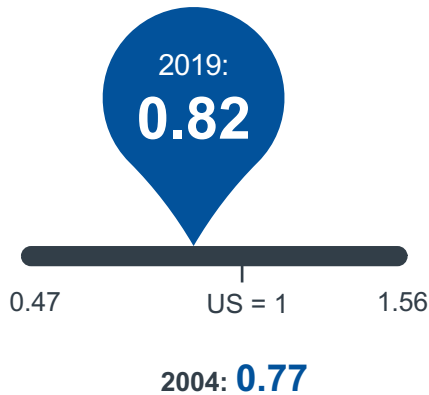
Colorado's Anchor Economy

Population: **5,730,667** (2019)

4,573,965 (2004)

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.



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 Impacts¹

2019: **286.4K**

Percent change since 2004:² **57.2%**

2004: **182.2K**

Income Impacts³

2019: **\$17.9B**

Percent change since 2004: **67.4%**

2004: **\$10.7B**

Gross Value-Added Impacts

2019: **\$25.9B**

Percent change since 2004: **75.6%**

2004: **\$14.7B**

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.

Connecticut's Anchor Economy

Population: **3,609,729** (2019)

3,497,685 (2004)

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.

2019:
1.02

0.47 US = 1 1.56

2004: **0.88**

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 Impacts¹

2019: **214.4K**

Percent change since 2004:² **29.5%**

2004: **165.6K**

Income Impacts³

2019: **\$14.7B**

Percent change since 2004: **26.3%**

2004: **\$11.6B**

Gross Value-Added Impacts

2019: **\$22.2B**

Percent change since 2004: **40.7%**

2004: **\$15.8B**

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.

Delaware's Anchor Economy

Population: **980,636** (2019)

830,039 (2004)

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.

2019:
1.23

0.47 US = 1 1.56

2004: **1.13**

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 Impacts¹

2019: **65.3K**

Percent change since 2004:² **42.5%**

2004: **45.8K**

Income Impacts³

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.
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.

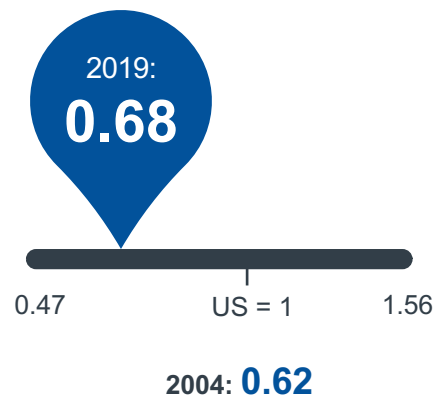
District of Columbia's Anchor Economy

Population: **682,295** (2019)

586,362 (2004)

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.



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 Impacts¹

2019: **30.4K**

Percent change since 2004:² **35.8%**

2004: **22.4K**

Income Impacts³

2019: **\$2.1B**

Percent change since 2004: **37.8%**

2004: **\$1.5B**

Gross Value-Added Impacts

2019: **\$3.2B**

Percent change since 2004: **49.9%**

2004: **\$2.1B**

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.

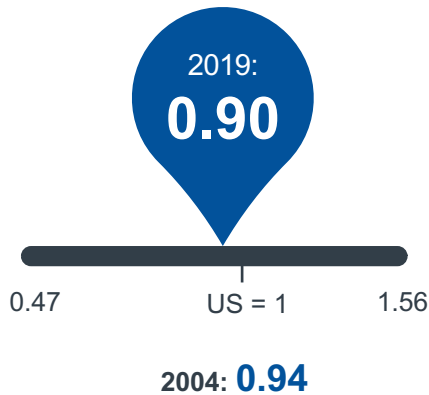
Florida's Anchor Economy

Population:⁴ **21,341,914** (2019)

17,380,363 (2004)

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.



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 Impacts¹

2019: **1.0M**

Percent change since 2004:² **41.0%**

2004: **723.1K**

Income Impacts³

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**

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.
4. A previous version of the Florida state profile overestimated the state's population counts and 2004 reliance due to an error in the data. This has been corrected as of January 17, 2024, and no other state profiles were affected by this error.

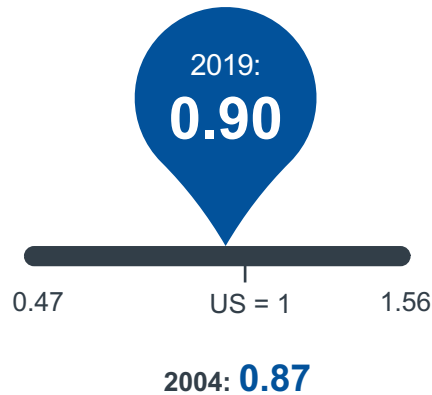
Georgia's Anchor Economy

Population: **10,633,350** (2019)

8,759,386 (2004)

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.



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 Impacts¹

2019: **517.0K**

Percent change since 2004:² **39.7%**

2004: **370.1K**

Income Impacts³

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**

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.

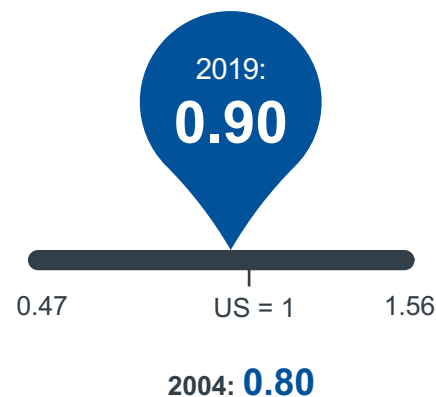
Hawaii's Anchor Economy

Population: **1,458,694** (2019)

1,271,696 (2004)

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.



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 Impacts¹

2019: **69.1K**

Percent change since 2004:² **30.5%**

2004: **53.0K**

Income Impacts³

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.
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.

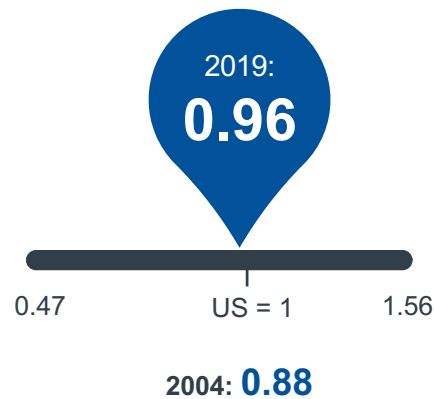
Idaho's Anchor Economy

Population: **1,803,897** (2019)

1,389,988 (2004)

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.



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 Impacts¹

2019: **87.1K**

Percent change since 2004:² **61.7%**

2004: **53.9K**

Income Impacts³

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**

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.

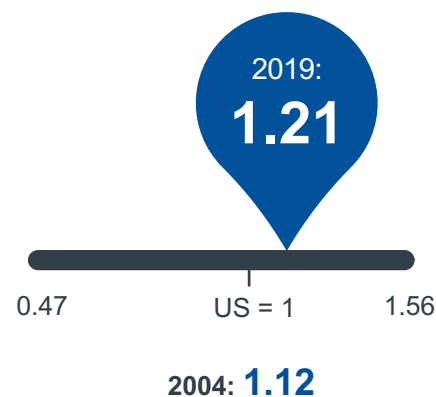
Illinois's Anchor Economy

Population: **12,860,833** (2019)

12,595,922 (2004)

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.



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 Impacts¹

2019: **859.1K**

Percent change since 2004:² **22.9%**

2004: **698.9K**

Income Impacts³

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.

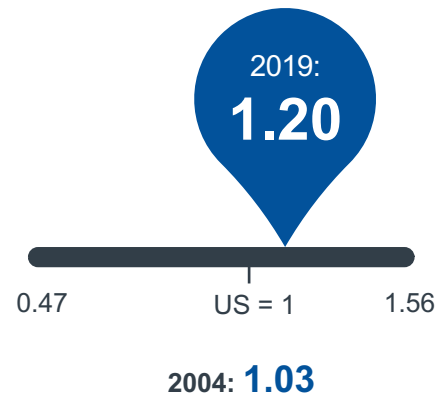
Indiana's Anchor Economy

Population: **6,759,779** (2019)

6,234,593 (2004)

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.



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 Impacts¹

2019: **448.5K**

Percent change since 2004:² **37.3%**

2004: **326.6K**

Income Impacts³

2019: **\$26.1B**

Percent change since 2004: **43.6%**

2004: **\$18.1B**

Gross Value-Added Impacts

2019: **\$39.4B**

Percent change since 2004: **57.8%**

2004: **\$25.0B**

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.

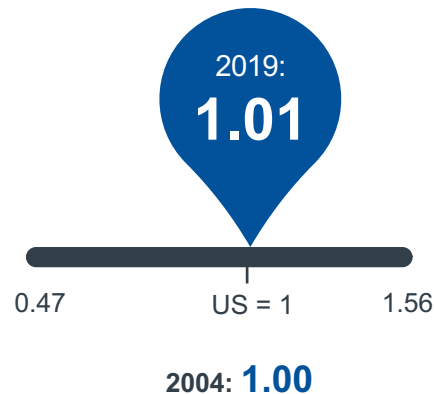
Iowa's Anchor Economy

Population: **3,183,384** (2019)

2,954,762 (2004)

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.



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 Impacts¹

2019: **189.3K**

Percent change since 2004:² **14.8%**

2004: **164.9K**

Income Impacts³

2019: **\$11.0B**

Percent change since 2004: **28.7%**

2004: **\$8.5B**

Gross Value-Added Impacts

2019: **\$15.7B**

Percent change since 2004: **37.3%**

2004: **\$11.4B**

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.

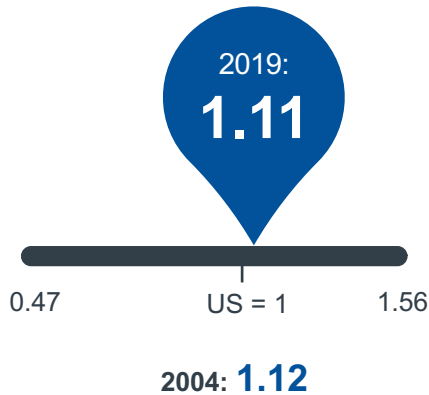
Kansas's Anchor Economy

Population: **2,934,987** (2019)

2,735,361 (2004)

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.



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 Impacts¹

2019: **182.5K**

Percent change since 2004:² **20.3%**

2004: **151.7K**



Income Impacts³

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.

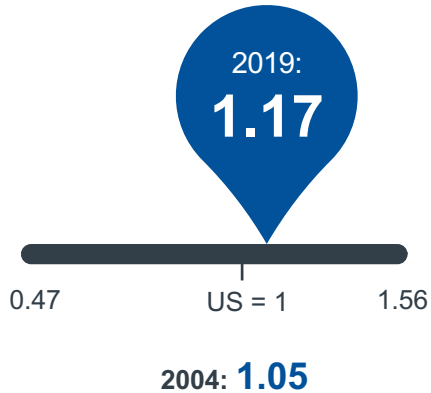
Kentucky's Anchor Economy

Population: **4,498,377** (2019)

4,146,661 (2004)

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.



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 Impacts¹

2019: **259.4K**

Percent change since 2004:² **31.0%**

2004: **198.0K**



Income Impacts³

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.
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.

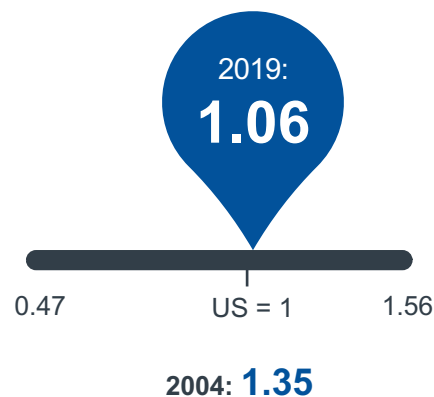
Louisiana's Anchor Economy

Population: **4,667,169** (2019)

4,551,969 (2004)

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.



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 Impacts¹

2019: **258.4K**

Percent change since 2004:² **-7.9%**

2004: **280.5K**

Income Impacts³

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**

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.

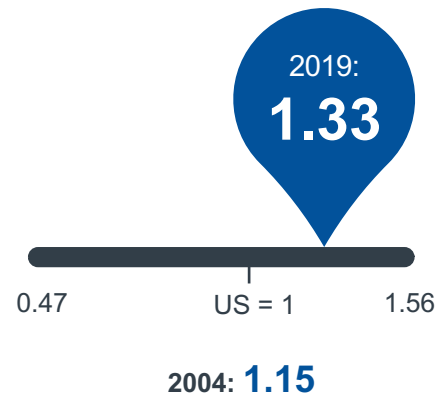
Maine's Anchor Economy

Population: **1,357,102** (2019)

1,313,832 (2004)

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.



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 Impacts¹

2019: **92.5K**

Percent change since 2004:² **33.0%**

2004: **69.5K**

Income Impacts³

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.
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.

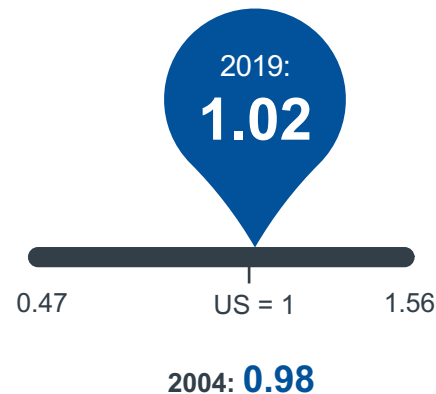
Maryland's Anchor Economy

Population: **6,163,417** (2019)

5,545,215 (2004)

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.



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 Impacts¹

2019: **376.6K**

Percent change since 2004:² **31.9%**

2004: **285.6K**

Income Impacts³

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.
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.

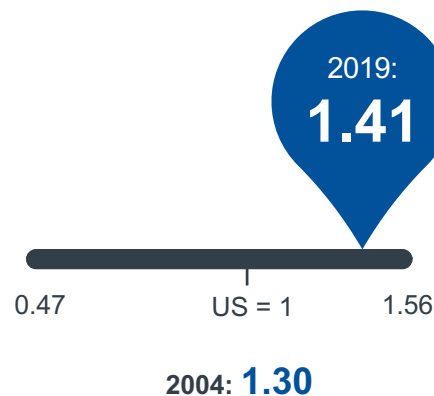
Massachusetts's Anchor Economy

Population: **6,991,503** (2019)

6,419,367 (2004)

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.



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 Impacts¹

2019: **629.3K**

Percent change since 2004:² **37.4%**

2004: **457.9K**

Income Impacts³

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.

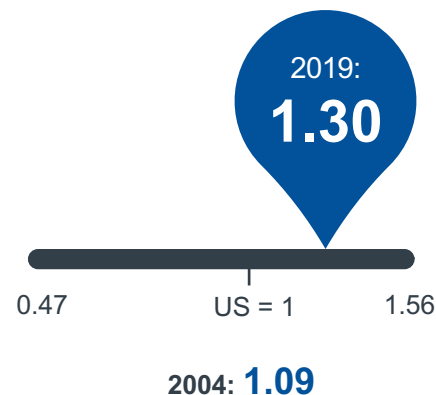
Michigan's Anchor Economy

Population: **10,081,205** (2019)

10,061,363 (2004)

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.



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 Impacts¹

2019: **670.2K**

Percent change since 2004:² **28.2%**

2004: **523.0K**

Income Impacts³

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.

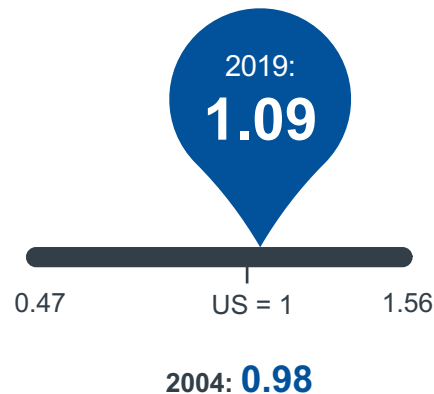
Minnesota's Anchor Economy

Population: **5,683,949** (2019)

5,087,837 (2004)

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.



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 Impacts¹

2019: **363.1K**

Percent change since 2004:² **33.2%**

2004: **272.7K**

Income Impacts³

2019: **\$22.9B**

Percent change since 2004: **44.4%**

2004: **\$15.9B**

Gross Value-Added Impacts

2019: **\$33.2B**

Percent change since 2004: **52.1%**

2004: **\$21.8B**

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.

Mississippi's Anchor Economy

Population: **2,970,848** (2019)

2,888,761 (2004)

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.

2019:
1.21

0.47 US = 1 1.56

2004: **1.27**

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 Impacts¹

2019: **169.8K**

Percent change since 2004:² **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.

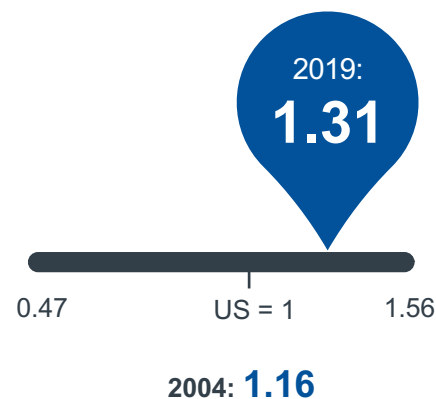
Missouri's Anchor Economy

Population: **6,144,223** (2019)

5,748,333 (2004)

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.



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 Impacts¹

2019: **433.6K**

Percent change since 2004:² **33.3%**

2004: **325.2K**

Income Impacts³

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.

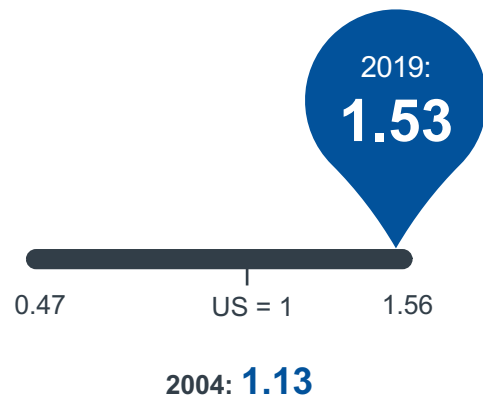
Montana's Anchor Economy

Population: **1,074,905** (2019)

929,522 (2004)

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.



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 Impacts¹

2019: **87.1K**

Percent change since 2004:² **46.7%**

2004: **59.4K**

Income Impacts³

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.

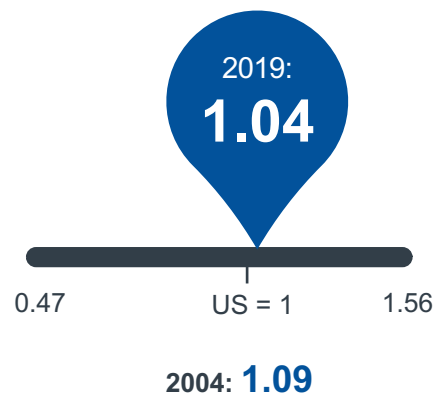
Nebraska's Anchor Economy

Population: **1,954,489** (2019)

1,749,675 (2004)

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.



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 Impacts¹

2019: **123.6K**

Percent change since 2004:² **16.7%**

2004: **106.0K**



Income Impacts³

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.

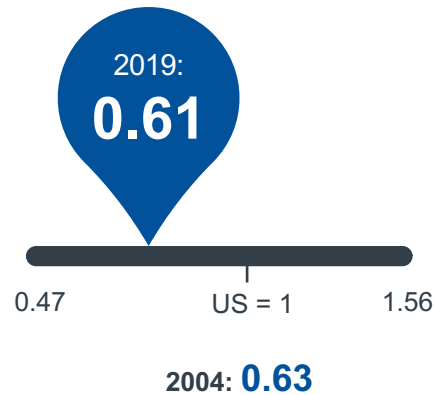
Nevada's Anchor Economy

Population: **3,063,049** (2019)

2,335,415 (2004)

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.



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 Impacts¹

2019: **97.8K**

Percent change since 2004:² **39.6%**

2004: **70.1K**

Income Impacts³

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

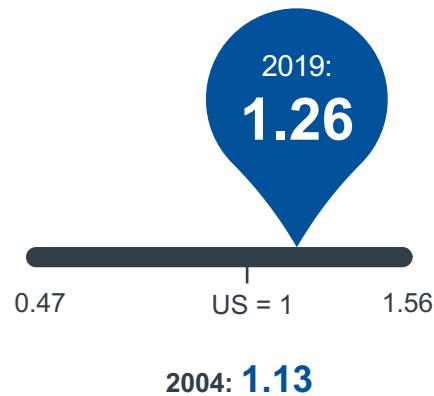
New Hampshire's Anchor Economy

Population: **1,371,542** (2019)

1,289,866 (2004)

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.



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 Impacts¹

2019: **107.3K**

Percent change since 2004:² **34.3%**

2004: **79.9K**

Income Impacts³

2019: **\$7.2B**

Percent change since 2004: **40.4%**

2004: **\$5.1B**

Gross Value-Added Impacts

2019: **\$10.8B**

Percent change since 2004: **53.4%**

2004: **\$7.0B**

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.

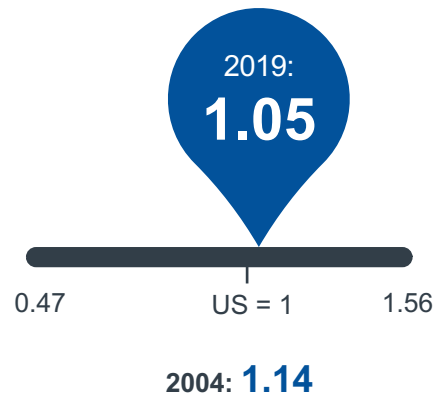
New Jersey's Anchor Economy

Population: **9,249,329** (2019)

8,637,127 (2004)

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.



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 Impacts¹

2019: **569.5K**

Percent change since 2004:² **17.5%**

2004: **484.7K**

Income Impacts³

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.
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.

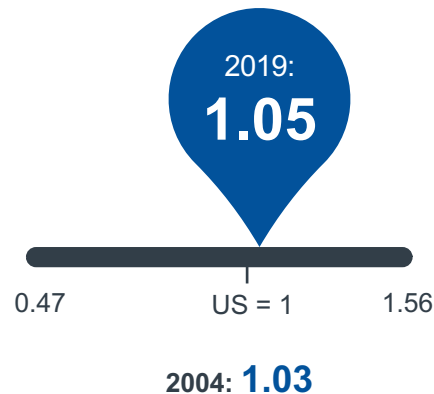
New Mexico's Anchor Economy

Population: **2,110,699** (2019)

1,902,363 (2004)

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.



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 Impacts¹

2019: **98.4K**

Percent change since 2004:² **15.8%**

2004: **85.0K**

Income Impacts³

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.
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.

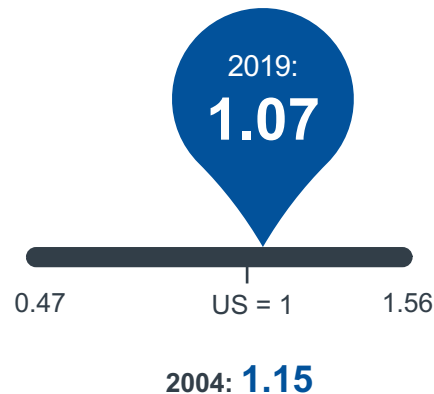
New York's Anchor Economy

Population: **20,138,647** (2019)

19,187,047 (2004)

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.



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 Impacts¹

2019: **1.2M**

Percent change since 2004:² **15.3%**

2004: **1.1M**

Income Impacts³

2019: **\$90.0B**

Percent change since 2004: **21.7%**

2004: **\$73.9B**

Gross Value-Added Impacts

2019: **\$135.2B**

Percent change since 2004: **32.4%**

2004: **\$102.1B**

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.

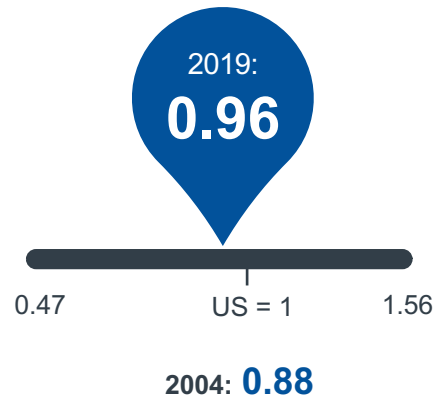
North Carolina's Anchor Economy

Population: **10,364,101** (2019)

8,545,738 (2004)

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.



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 Impacts¹

2019: **529.8K**

Percent change since 2004:² **43.8%**

2004: **368.5K**



Income Impacts³

2019: **\$32.1B**

Percent change since 2004: **54.9%**

2004: **\$20.7B**



Gross Value-Added Impacts

2019: **\$46.8B**

Percent change since 2004: **66.9%**

2004: **\$28.1B**

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.

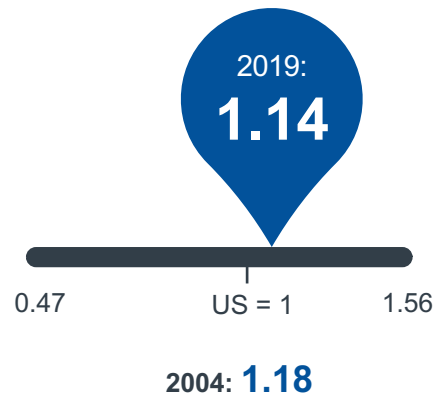
North Dakota's Anchor Economy

Population: **776,033** (2019)

644,261 (2004)

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.



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 Impacts¹

2019: **56.4K**

Percent change since 2004:² **32.6%**

2004: **42.5K**

Income Impacts³

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.
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.

Ohio's Anchor Economy

Population: **11,789,648** (2019)

11,459,879 (2004)

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.

2019:
1.18

0.47 US = 1 1.56

2004: **1.05**

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 Impacts¹

2019: **761.9K**

Percent change since 2004:² **29.6%**

2004: **587.8K**

Income Impacts³

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.
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.

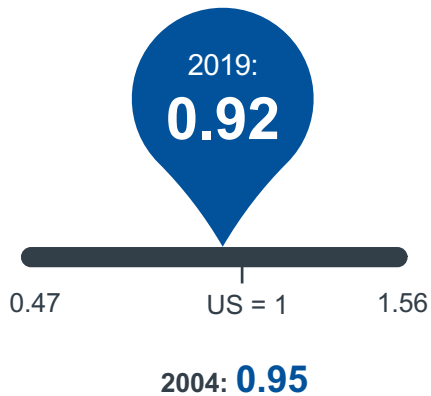
Oklahoma's Anchor Economy

Population: **3,943,981** (2019)

3,526,021 (2004)

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.



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 Impacts¹

2019: **196.4K**

Percent change since 2004:² **22.3%**

2004: **160.5K**

Income Impacts³

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.
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.

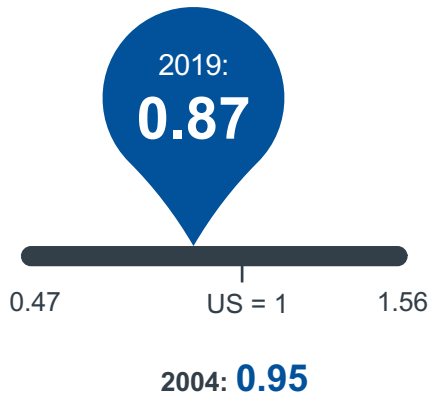
Oregon's Anchor Economy

Population: **4,213,630** (2019)

3,571,237 (2004)

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.



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 Impacts¹

2019: **184.4K**

Percent change since 2004:² **19.9%**

2004: **153.8K**

Income Impacts³

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.
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.

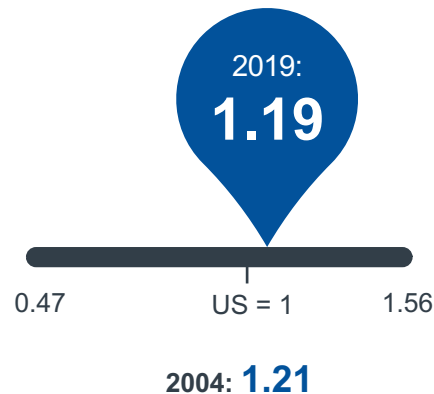
Pennsylvania's Anchor Economy

Population: **12,982,573** (2019)

12,417,478 (2004)

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.



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 Impacts¹

2019: **864.0K**

Percent change since 2004:² **22.0%**

2004: **707.9K**

Income Impacts³

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.
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.

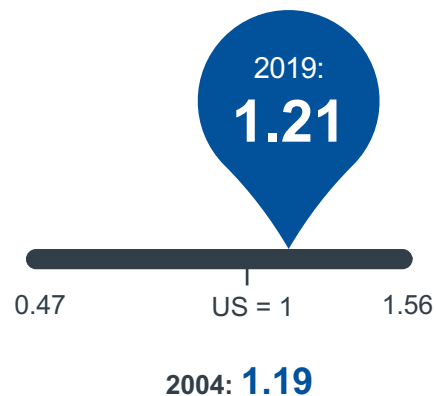
Rhode Island's Anchor Economy

Population: **1,095,024** (2019)

1,074,513 (2004)

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.



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 Impacts¹

2019: **69.9K**

Percent change since 2004:² **22.8%**

2004: **56.9K**

Income Impacts³

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.
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.

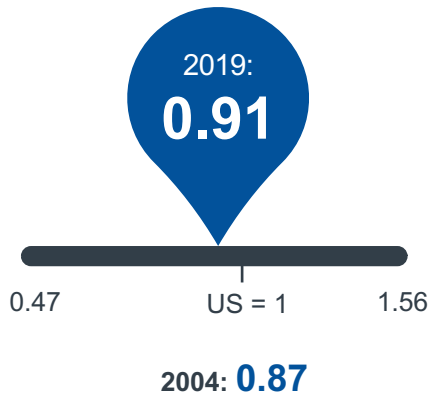
South Carolina's Anchor Economy

Population: **5,073,154** (2019)

4,207,004 (2004)

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.



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 Impacts¹

2019: **230.8K**

Percent change since 2004:² **38.7%**

2004: **166.4K**

Income Impacts³

2019: **\$13.8B**

Percent change since 2004:² **56.1%**

2004: **\$8.9B**

Gross Value-Added Impacts

2019: **\$19.8B**

Percent change since 2004:² **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.

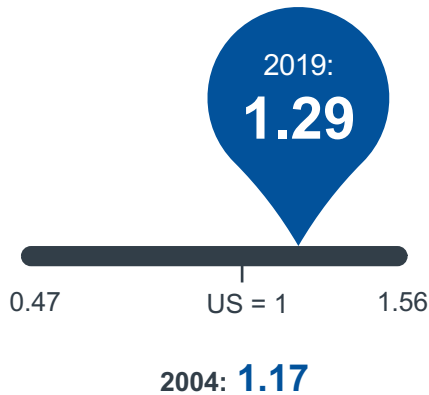
South Dakota's Anchor Economy

Population: **881,846** (2019)

770,151 (2004)

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.



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 Impacts¹

2019: **71.1K**

Percent change since 2004:² **42.5%**

2004: **49.9K**

Income Impacts³

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.
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.

Tennessee's Anchor Economy

Population: **6,858,752** (2019)

5,909,277 (2004)

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**

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 Impacts¹

2019: **388.3K**

Percent change since 2004:² **32.6%**

2004: **292.8K**



Income Impacts³

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.

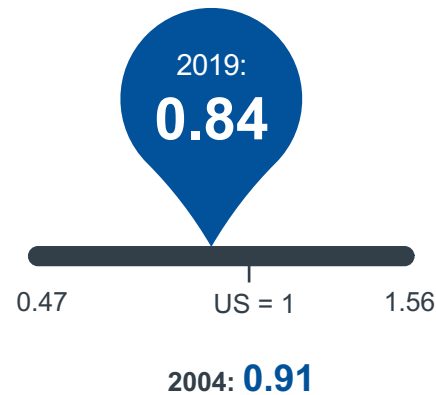
Texas's Anchor Economy

Population: **28,833,642** (2019)

22,369,876 (2004)

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.



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 Impacts¹

2019: **1.3M**

Percent change since 2004:² **40.6%**

2004: **928.1K**

Income Impacts³

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**

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.

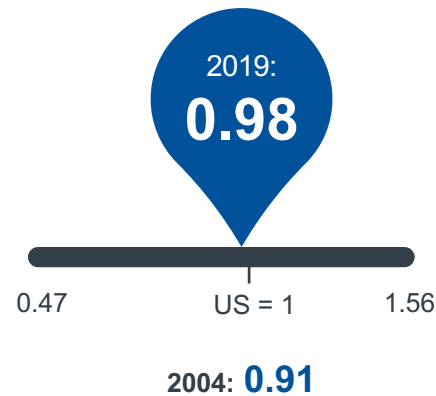
Utah's Anchor Economy

Population: **3,227,320** (2019)

2,399,456 (2004)

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.



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 Impacts¹

2019: **180.0K**

Percent change since 2004:² **66.2%**

2004: **108.3K**

Income Impacts³

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**

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.

Vermont's Anchor Economy

Population: **641,831** (2019)

620,167 (2004)

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.

2019:
1.45

0.47 US = 1 1.56

2004: **1.18**

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 Impacts¹

2019: **53.4K**

Percent change since 2004:² **40.6%**

2004: **38.0K**

Income Impacts³

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.
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.

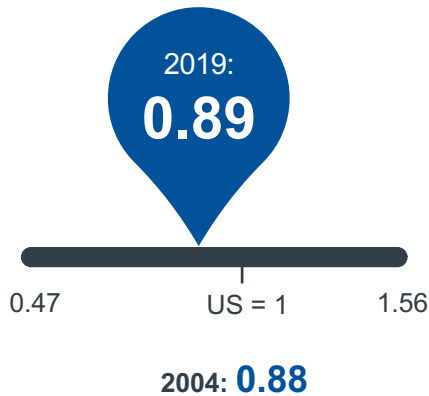
Virginia's Anchor Economy

Population: **8,595,176** (2019)

7,468,212 (2004)

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.



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 Impacts¹

2019: **433.4K**

Percent change since 2004:² **27.0%**

2004: **341.1K**

Income Impacts³

2019: **\$26.9B**

Percent change since 2004: **34.6%**

2004: **\$20.0B**

Gross Value-Added Impacts

2019: **\$39.9B**

Percent change since 2004: **45.3%**

2004: **\$27.4B**

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.

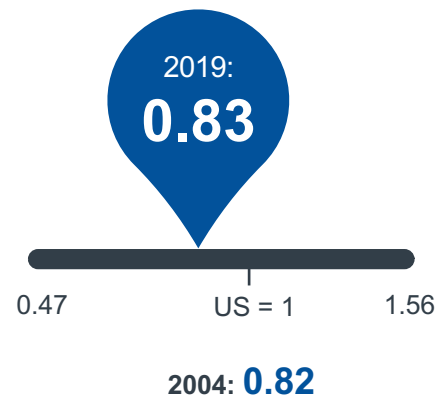
Washington's Anchor Economy

Population: **7,631,345** (2019)

6,175,088 (2004)

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.



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 Impacts¹

2019: **352.1K**

Percent change since 2004:² **41.4%**

2004: **248.9K**

Income Impacts³

2019: **\$25.6B**

Percent change since 2004: **66.8%**

2004: **\$15.3B**

Gross Value-Added Impacts

2019: **\$37.3B**

Percent change since 2004: **77.0%**

2004: **\$21.1B**

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.

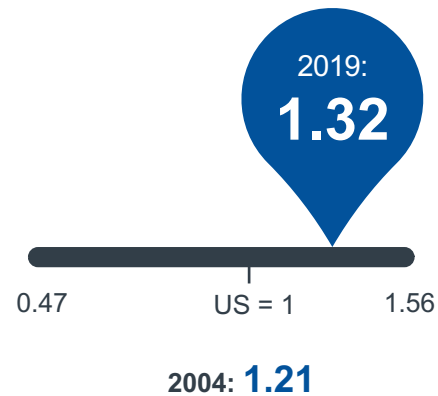
West Virginia's Anchor Economy

Population: **1,802,442** (2019)

1,817,534 (2004)

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.



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 Impacts¹

2019: **112.6K**

Percent change since 2004:² **25.4%**

2004: **89.8K**

Income Impacts³

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**

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.

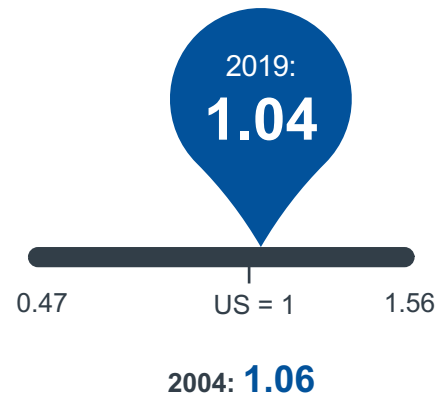
Wisconsin's Anchor Economy

Population: **5,879,721** (2019)

5,514,418 (2004)

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.



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 Impacts¹

2019: **352.2K**

Percent change since 2004:² **13.5%**

2004: **310.3K**

Income Impacts³

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.
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.

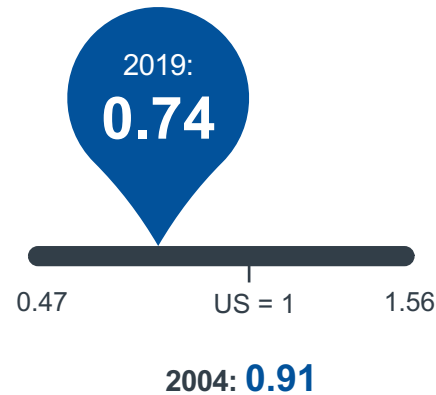
Wyoming's Anchor Economy

Population: **575,608** (2019)

508,815 (2004)

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.



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 Impacts¹

2019: **26.0K**

Percent change since 2004:² **-3.1%**

2004: **26.8K**

Income Impacts³

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**

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.