

The Engaged University:

THE ECONOMIC AND COMMUNITY IMPACT OF LAWRENCE
UNIVERSITY

February 28, 2019



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Executive Summary

In addition to ranking among the nation's leading undergraduate institutions, Lawrence is an integral part of the Appleton community and the surrounding Fox Cities region. The University both contributes to and benefits from the vitality of the community and the strength and stability of the local economy.

In order to document and understand more clearly the University's contributions to the region's economy and to the strength of its communities, Lawrence asked Appleseed—a consulting firm with extensive experience in working with U.S. colleges and universities—to assess the University's economic and community impact. This report presents the results of Appleseed's analysis. We estimate that in fiscal year 2017, spending by Lawrence, its students and visitors directly and indirectly accounted for:

- 1,059 jobs in the Fox Cities region, with earnings totaling \$44.1 million; and
- Nearly \$70.3 million in regional economic output.

Lawrence University as an enterprise

- In the fall of 2016, Lawrence University directly employed a total of 605 faculty, staff and administrators (excluding student employees), of whom approximately 77 percent worked full-time. Lawrence paid a total of nearly \$29.9 million in salaries and wages to these employees in fiscal year 2017.
- In fiscal year 2017, the earnings of faculty and staff employed full-time at Lawrence averaged \$58,240.
- In fiscal year 2017, Lawrence University spent nearly \$5.0 million (24 percent of total purchasing) on purchases of goods and services provided by businesses located in Appleton. An additional \$1.4 million (7 percent) was spent on goods and services provided by businesses located elsewhere in the Fox Cities region, and nearly \$4.0 million (19 percent) was spent on purchases from businesses located elsewhere in Wisconsin.
- In fiscal year 2017, Lawrence spent nearly \$5.6 million on construction and renovation projects, of which \$1.4 million (25.4 percent of total construction spending) was paid to contractors and other vendors located in the Fox Cities region and an additional \$2.2 million (40.2 percent of total construction spending) was paid to contractors located elsewhere in Wisconsin.
- Including both the direct and indirect and induced (or “multiplier”) effects of University spending, we estimate that in fiscal year 2017 Lawrence's spending on payroll, purchasing and construction accounted for:
 - 936 jobs in the Fox Cities region, with earnings totaling more than \$41.0 million; and

- Nearly \$60.5 million in regional economic output.
- Adding in the impact of off-campus spending by Lawrence students and by visitors to the University, we estimate that in fiscal year 2017, combined University, student and visitor spending directly and indirectly accounted for:
 - 1,059 jobs in the Fox Cities region, with earnings totaling \$44.1 million; and
 - Nearly \$70.3 million in regional economic output.
- In fiscal year 2017, Lawrence directly accounted for nearly \$1.9 million in Wisconsin state and local government revenues, including \$1.4 million in state income taxes.

Contributing to the development of the region’s human capital

- In the fall of 2016, 1,532 students were enrolled at Lawrence. They included 1,225 students pursuing bachelor’s degrees in the arts and sciences (BA), 166 Conservatory students pursuing bachelor’s degrees in music (BMus), 116 enrolled in the University’s 5-year double-degree program (BA/Bmus), and 25 non-degree-seeking students.
- Learning at Lawrence combines a broad education in the arts and sciences with opportunities to prepare for the work students will pursue after they graduate—in business, in music and the arts, in health care, education and professional services, and in scientific and technical fields such as neuroscience and computer science.
- During the 2016-17 academic year, Lawrence provided \$36.9 million in financial aid to University students from its own resources, including \$1.44 million to students from the Fox Cities region. More than 98 percent of all degree-seeking Lawrence students received at least some financial aid.
- Lawrence is committed to becoming a “full need” university—one that meets the full, demonstrated financial need of all its students. Through its Full Speed to Full Need campaign, which began in 2014, Lawrence has raised more than \$78 million to help fund its transition to a full need institution.
- As of the spring of 2018, 574 graduates of Lawrence whose addresses were known (3.5 percent of all University graduates) lived in Appleton. Another 312 Lawrence graduates (1.9 percent) lived in other communities in the Fox Cities region, and 3,061 (18.7 percent) lived elsewhere in Wisconsin.
- About 3.7 percent of all Appleton residents who have at least a bachelor’s degree are Lawrence graduates.

Lawrence in the community

- Lawrence’s Center for Community Engagement and Social Change maintains ongoing relationships with 100 agencies and organizations in the region that are addressing issues such as access to education, youth development, social isolation among the elderly and environmental sustainability.

During the 2016-17 academic year, 642 Lawrence students and 67 faculty and staff contributed a total of 10,450 hours of volunteer work arranged through or reported to the Center. Hundreds of other Lawrence students also engaged in volunteer work through initiatives sponsored by campus fraternities and sororities and other student organizations.

- The Lawrence Academy of Music, a division of the Conservatory, offers a wide range of opportunities for music education and music-making to residents of Appleton, the region and beyond, through individual instruction, classes and ensembles. Approximately 1,500 students of all ages participate in the Academy’s programs each year.
- Since it was first held in 2013, the Mile of Music—an annual music festival in downtown Appleton—has become one of the Fox Cities’ most popular events, and one that is increasingly well-known nationally. In 2018 the Mile of Music featured 900 performances by 200 individual artists and bands—almost all of them free—drew 85,000 people and (by the organizers’ estimate) had a \$3.5 million impact on the local economy.

In addition to performances, the 2018 Mile of Music included 50 educational and participatory events, such as classes in specific instruments, songwriting workshops, dance demonstrations and drum circles. As they have been every year, these events were organized and coordinated by the festival’s Music Education Team, led by Lawrence Conservatory faculty members.

- Each year Lawrence offers adult education seminars at Björklunden—its northern campus, located in Door County, Wisconsin. In 2017, for example, 37 seminars (typically lasting five days each) were held at Björklunden on topics ranging from “Dante’s *Inferno*” to “Donald Trump’s America”; immigration, poverty and upward mobility; writing poetry; and a jazz fantasy camp. In 2017, 749 adults participated in Björklunden seminars.
- Community residents have access to concerts, recitals and other events at Lawrence, including for example:
 - Performances by Conservatory students and by visiting artists
 - Saturday night films at the Warch Campus Center, and an annual film festival
 - Exhibits at the Wriston Art Center Galleries
- Spaces in the Warch Campus Center—a 107,000 square-foot, four-level multi-use complex overlooking the Fox River—are available for a variety of community and other private uses, including:
 - Corporate meetings, training programs, etc.
 - Conferences and meetings sponsored by local and regional organizations

- Meetings conducted by the City of Appleton and the Appleton Area School District
- Weddings, wedding receptions and other private gatherings
- Athletic events in 21 NCAA Division III sports at multiple on-campus venues
- In 2018, Lawrence selected a firm to develop a mix of residential and retail space on a University-owned site at 320 East College Avenue in downtown Appleton. When completed, the project will include 40 units of market-rate housing and 3,000 square feet of retail, plus parking. The project is closely aligned with the Comprehensive Plan adopted by The City of Appleton, which is seeking to encourage market-rate residential development downtown.
- Lawrence is committed to working with community partners such as the City of Appleton, the Fox Cities Diversity Officers Collaborative and African Heritage Inc. to make the Fox Cities region a place where people from diverse ethnic and socioeconomic backgrounds are welcomed and respected.

Deepening the engagement

- The challenges that both the University and the Fox Cities face mean that neither can afford to rest on what they have already accomplished. Perhaps the greatest of these shared challenges is attracting and retaining talented students and employees. Attracting and keeping this population means ensuring that Appleton and other communities in the region offer (and are known for offering) students from diverse backgrounds attractive and welcoming places to study, live, work, build careers and have families. To accomplish these goals Lawrence and the city of Appleton must work collaboratively to:
 - Work closely with Fox Cities businesses, institutions, local governments and community organizations to increase the availability of local internships for Lawrence students.
 - Work with these same partners, developing a broader array of support and services for those who decide to stay in the region after graduation—job search assistance, assistance in finding appropriate and affordable housing, access to University facilities and resources, etc.
 - Work with the City of Appleton, Appleton Downtown Inc., and other partners, striving to make downtown Appleton a more attractive and interesting place to study, live, work, do business and visit.
 - Continue to support local and regional initiatives aimed at making the Fox Cities a community that welcomes and respects people from diverse backgrounds.
 - Expand its efforts to recruit talented students from diverse ethnic and socioeconomic backgrounds to come to Lawrence and deepen its understanding of what is needed to have them succeed at the University.

- Through its Full Speed to Full Need campaign, continue to build the resources required to fulfill the University's commitment to meeting the full financial need of all of its students.

Through these and other efforts, Lawrence can ensure that its shared history with Appleton and the Fox Cities will grow into a shared (and prosperous) future.

Introduction

Lawrence University, located in Appleton, Wisconsin, combines an undergraduate college of liberal arts and sciences with a conservatory of music. Initially called the Lawrence Institute, the University was founded in 1847 by three Wisconsin Methodist ministers, with financial support from Amos Adams Lawrence, a wealthy Boston merchant. After obtaining a charter from the Wisconsin Territorial Legislature, the University enrolled its first students in 1849.

During its first 45 years, Lawrence survived the rigors of a developing settler community, the Civil War, and several financial panics and depressions. In 1894, Samuel Plantz, a Lawrence graduate, became president of the University. During his thirty-year tenure, Lawrence embarked on a period of sustained growth. Enrollment grew from 200 students to 800, eight new buildings were constructed, and Lawrence's music program developed into a full-fledged conservatory.

In the decades that followed, Lawrence established its Freshman Studies program—still a core element of the University's approach to liberal arts and sciences education—and introduced a tutorial system that is still echoed today in Lawrence's emphasis on independent study. In 1964, Lawrence consolidated with Milwaukee-Downer College, a Wisconsin women's college.

Lawrence today is what it has long been—an outstanding undergraduate college and conservatory, with a total enrollment of 1,500 students. Along with its 84-acre main campus in Appleton, the University has a 441-acre campus called Björklunden vid Sjon (Norwegian for "Birch Forest by the Water"), located on the shore of Lake Michigan in Door County, Wisconsin, about two hours north of Appleton. Björklunden hosts weekend programs for Lawrence students, as well as adult education seminars on a wide range of topics.

The University also has a center in London that allows students to engage with the city through an array of experiential courses and internships, while they continue to progress toward their Lawrence degrees.

Lawrence in context – Appleton and the Fox Cities region

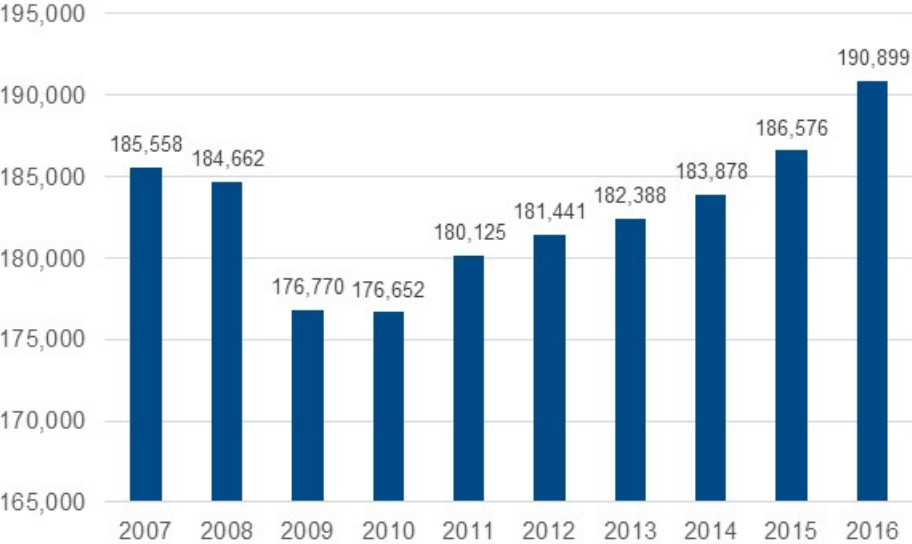
In addition to ranking among the nation's leading undergraduate institutions, Lawrence is an integral part of the Appleton community and the surrounding Fox Cities region, both contributing to and benefiting from the vitality of the community and the strength and stability of the local economy. Lawrence was founded in 1847. The city of Appleton, incorporated in 1857 was purportedly named after Amos Adams Lawrence's wife, Sarah Appleton Lawrence. The community and the University have in effect grown up together.

The City of Appleton is situated on the Fox River and includes parts of three counties—Outagamie, Calumet and Winnebago—that together make up the Fox Cities region. As of 2016, the U.S. Census Bureau estimated that Appleton had a population of 75,465—an increase of 7.7

percent since 2000.¹ About 83 percent of the city’s residents lived in Outagamie County, about 15 percent in Calumet and 2 percent in Winnebago.

Like much of the Midwest, the three-county region was hit hard by the recession of 2008-09; between 2007 and 2010, the region lost 8,900 private-sector jobs—a decline of 4.8 percent. As shown in Figure 1, however, the region’s economy has since rebounded, gaining about 14,250 private-sector jobs between 2010 and 2016—an increase of 8.1 percent.

Figure 1: Annual private employment in the Fox Cities region, 2007-2016



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

About this report

In order to document and understand more clearly the University’s contributions to the region’s economy and to the strength of its communities, Lawrence asked Appleseed—a consulting firm with extensive experience in working with U.S. colleges and universities—to assess the University’s economic and community impact. This report presents the results of Appleseed’s analysis.

Part One of the report examines Lawrence’s impact as an enterprise—its role as a significant local employer and a buyer of goods and services from local companies—and the impact of local spending by Lawrence students and by visitors to the University.

¹ U.S. Census Bureau, American Community Survey 1-Year Estimates (2016) & Census (2000), Social Explorer

Part Two focuses on Lawrence’s impact as an educational institution—in particular, on its contribution to the development of the city’s and the region’s human capital, and on the role that Lawrence graduates play in building the region’s economy.

Part Three of the report explores the multiple ways in which Lawrence is involved in the life of Appleton and the Fox Cities region—through the engagement of University students, faculty and staff in a wide range of services to the community, as an educational and cultural resource for the city and the Fox Cities region, and through its involvement in efforts to strengthen Appleton’s downtown.

Acknowledgments

This report could not have been completed without the active assistance and support of many people at Lawrence. Appleseed would especially like to thank President Mark Burstein for his support throughout the process of researching and writing the report; Jake Woodford for his assistance in getting the project started and at key points along the way; Nancy Truesdell and Kelsey McCormick for their assistance in data collection and arranging interviews; and the Advisory Committee on Public Affairs.

For sharing their knowledge of and insights into Lawrence’s relationships with Appleton and the Fox Cities region, we also thank Karen Bruno, Gregory Griffin, Kristi Hill, Anne Jones, Brian Pertl and Jennifer Stephany, Executive Director of Appleton Downtown Inc.

Part One: Lawrence University as an Enterprise

As a major institution in its own right, Lawrence University contributes to the economic vitality of Appleton, the Fox Cities region and the State of Wisconsin in several ways: as an employer, a buyer of goods and services from local businesses, and a sponsor of construction projects. This part of the report assesses Lawrence's impact as an enterprise and estimates the economic impact of off-campus spending by Lawrence students and by visitors to the University. It also assesses Lawrence's impact on state and local government revenues.

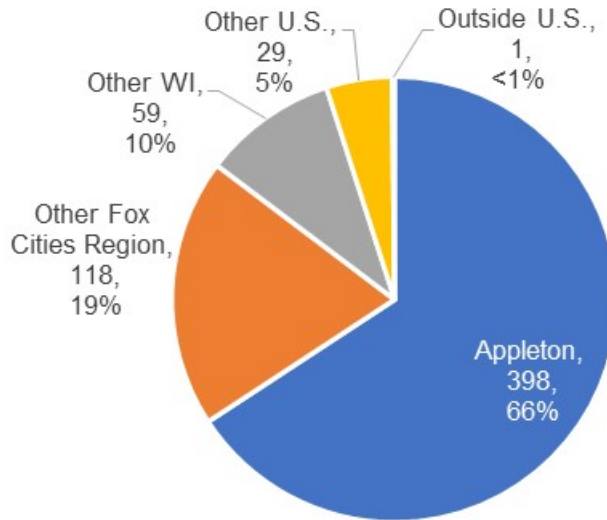
Employment at Lawrence

In the fall of 2016, Lawrence University directly employed a total of 605 faculty and staff (excluding student employees), of whom approximately 77.0 percent worked full-time. Lawrence paid a total of nearly \$29.9 million in salaries and wages to these employees in fiscal year 2017. In addition to these regular full- and part-time employees, the University employed 674 undergraduate students in a variety of part-time, on-campus jobs during the fall of 2016, with wages totaling nearly \$1.9 million in fiscal year 2017.

Where Lawrence employees live

As shown in Figure 2, approximately 398 Lawrence employees (excluding student employees) lived in Appleton during the fall of 2016—65.8 percent of all non-student University employees. An additional 118 (19.5 percent of Lawrence's non-student employees) lived elsewhere in the Fox Cities region; and 59 (9.8 percent) lived elsewhere in Wisconsin.

Figure 2: Lawrence non-student employees by place of residence, fall 2016

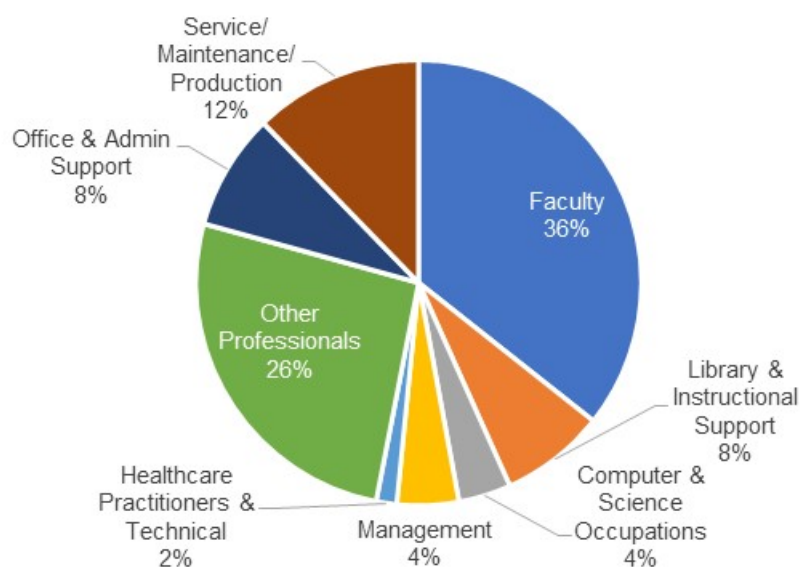


In fiscal year 2017, salaries and wages paid by Lawrence University to its non-student employees who live in Appleton totaled nearly \$21.7 million (72.5 percent of Lawrence’s total non-student payroll). An additional \$4.9 million (16.5 percent of Lawrence’s total non-student payroll) was paid to non-student employees who live elsewhere in the Fox Cities region; and nearly \$2.8 million (9.2 percent) was paid to those who live elsewhere in Wisconsin.

Diversity and quality of employment at Lawrence

Lawrence University provides employment opportunities across a wide range of occupations. As shown in Figure 3, during the fall of 2016, faculty accounted for 35.7 percent of Lawrence’s total non-student employment; managerial and other professionals accounted for 30.7 percent; service, maintenance and production staff for 12.3 percent; office and administrative support for 8.5 percent; library and instructional support staff for 7.6 percent; computer and science occupations for 3.8 percent; and healthcare practitioners and technical staff for 1.5 percent.

Figure 3: Lawrence non-student employees by occupational category, fall 2016



Lawrence also provides a wide range of benefits to its employees, including:

- Health, dental and vision insurance
- Life, accident and long-term disability insurance
- Retirement plans
- Education and training programs

In fiscal year 2017, Lawrence provided more than \$1.5 million to its employees and their spouses, partners and dependents in education program benefits through the University's tuition reimbursement, exchange and waiver programs.

The impact of purchasing and construction

In addition to the people it employs directly, Lawrence University supports the economies of Appleton, the Fox Cities region and Wisconsin through its purchases of goods and services from local businesses, and through its investments in campus facilities.

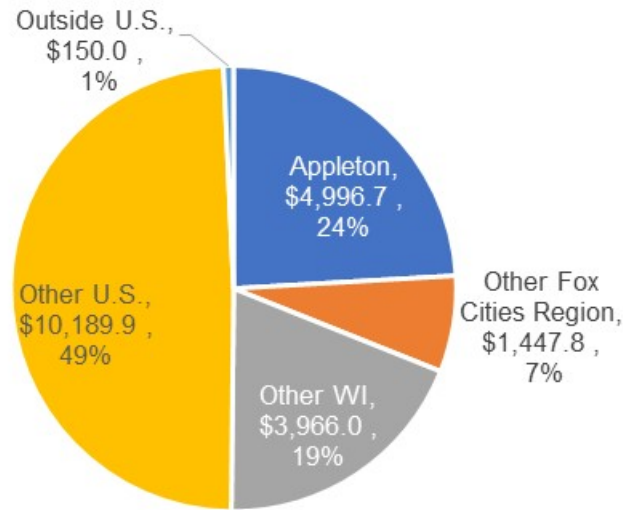
Purchasing goods and services

In fiscal year 2017, Lawrence University spent more than \$20.7 million on the purchase of goods and services (other than construction). Of this total (as shown in Figure 4), more than \$6.4 million (31.1 percent of total purchasing) was spent on goods and services provided by businesses located in the Fox Cities region, including nearly \$5.0 million (24.1 percent) spent on goods and

services provided by businesses located in Appleton. An additional \$4.0 million (19.1 percent) was spent on purchases from businesses located elsewhere in Wisconsin.²

Leading categories of goods and services purchased from businesses located in Wisconsin include professional and technical services, facility and equipment rentals, utilities, building services and facility support, travel and entertainment, and contracted dining (discussed below).

Figure 4: Lawrence purchasing of goods and services by location of vendor, FY 2017 (in \$000s)



Using the IMPLAN input-output economic modeling system—a modeling tool commonly used in economic impact analyses—we estimate that in fiscal year 2017, Lawrence University’s purchases of goods and services directly supported 141 jobs in the Fox Cities region (including 129 in Appleton), and 22 additional jobs elsewhere in Wisconsin.

² For purposes of calculating the economic impact of Lawrence University spending, employee health insurance is treated as a purchased service, allocated according to full-time employee’s place of residence.

Bon Appetit

Lawrence’s impacts in Appleton and in the Fox Cities region cited above include the effects of local spending on payroll and purchasing by the University’s food services contractor, Bon Appetit. In fiscal year 2017, Bon Appetit employed 101 people (excluding students) in its operations at Lawrence—81 full-time and 20 part-time—with wages totaling \$1.5 million. Of these 101 employees, 64 lived in Appleton, 28 elsewhere in the Fox Cities region and 9 elsewhere in Wisconsin.

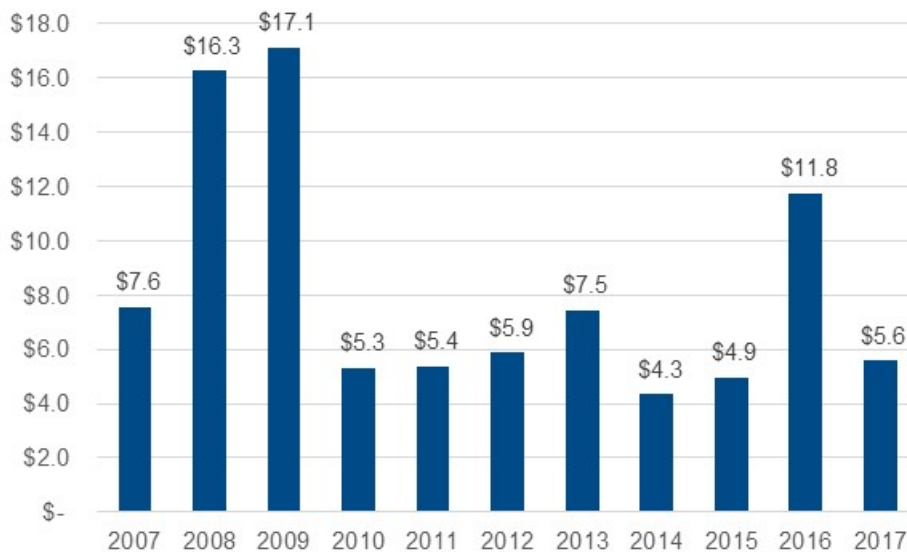
The company also employed 121 Lawrence students, with wages totaling more than \$132,000; and spent more than \$126,000 on purchases of food from suppliers in Appleton, and nearly \$58,000 from suppliers elsewhere in Wisconsin.

Using IMPLAN, Appleseed estimates that in fiscal year 2017, Bon Appetit’s spending on non-student payroll and purchasing directly and indirectly accounted for 108 jobs in Appleton with wages totaling \$1.8 million.

Investing in campus facilities

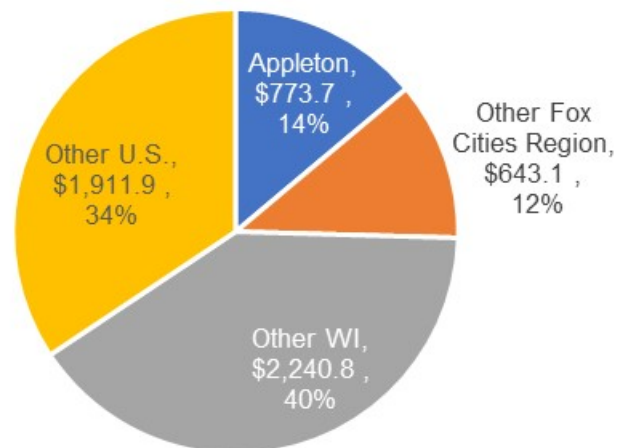
In addition to generating jobs and economic activity through its purchases of goods and services, Lawrence University also does so through its investments in its campus facilities. As shown in Figure 5, between fiscal year 2007 and fiscal year 2017, Lawrence spent a total of nearly \$91.6 million on construction and renovation of campus facilities.

Figure 5: Lawrence construction spending, FY 2007 – FY 2017 (in \$ millions)



In fiscal year 2017 (as shown in Figure 6), Lawrence spent nearly \$5.6 million on construction and renovation projects, of which \$1.4 million (25.4 percent of total construction spending) was paid to contractors and other vendors located in the Fox Cities region and an additional \$2.2 million (40.2 percent of total construction spending) was paid to contractors located elsewhere in Wisconsin.

Figure 6: Lawrence construction spending by location of contractor, FY 2017 (in \$000s)



Using IMPLAN, we estimate that in fiscal year 2017, Lawrence’s spending on construction and renovation of facilities directly supported 9 jobs with companies in construction and related industries in the Fox Cities region (including 5 jobs with contractors and related companies located in Appleton), and 15 additional jobs with contractors and related companies elsewhere in Wisconsin.

Over the next five years, from fiscal year 2018 to fiscal year 2022, Lawrence University estimates that it will spend a total of nearly \$24.0 million on construction and renovation projects.

Measuring the multiplier effect

The jobs and economic activity generated by Lawrence University’s spending on non-student payroll, purchasing and construction are not limited to the direct impacts cited above. Using a tool of economic analysis called an input-output model, we can also estimate the indirect and induced (or “multiplier”) effects of spending by Lawrence—the economic activity resulting from:

- Spending within Appleton, the Fox Cities region and elsewhere in Wisconsin by the local suppliers and contractors from whom Lawrence buys goods and services (the indirect effect); and
- Household spending within Appleton, the Fox Cities region and elsewhere in Wisconsin by Lawrence employees, and by employees of Lawrence's suppliers and contractors (the induced effect).

Using IMPLAN, we estimate that in the Fox Cities region, spending by Lawrence University on non-student payroll, purchasing and construction in fiscal year 2017 indirectly accounted for:

- 181 jobs in the Fox Cities region, with earnings totaling nearly \$7.4 million; and
- Nearly \$22.9 million in regional economic output.

These regional totals included:

- 146 jobs in Appleton, with earnings totaling more than \$5.9 million; and
- \$18.2 million in citywide economic output.

Statewide (including the Fox Cities region), Lawrence's spending indirectly accounted for:

- 226 jobs in Wisconsin, with earnings totaling nearly \$9.4 million; and
- Nearly \$29.7 million in statewide economic output.

When we combine these indirect and induced effects with the direct effects cited previously, we estimate that in fiscal year 2017, spending by Lawrence University on non-student payroll, purchasing and construction directly and indirectly accounted for:

- 936 jobs in the Fox Cities region, with earnings totaling more than \$41.0 million; and
- Nearly \$60.5 million in regional economic output.

At the city level, these regionwide totals included:

- 885 jobs in Appleton, with earnings totaling \$38.9 million; and
- \$53.8 million in citywide economic output.

Statewide (including the Fox Cities region), Lawrence's spending directly and indirectly accounted for:

- 1,018 jobs in Wisconsin, with earnings totaling nearly \$44.9 million; and
- More than \$73.0 million in statewide economic output.

Tables 1, 2 and 3 summarize the total impact of Lawrence University's spending on non-student payroll, purchasing and construction in the Fox Cities region, Appleton and Wisconsin.

Table 1: Direct, indirect and induced impacts of Lawrence’s spending in the Fox Cities region, FY 2017 (wages and output in \$000s)

	Jobs	Wages	Output
Direct spending impact			
Payroll	605	\$29,896.9	\$29,896.9
Purchasing/construction	150	\$3,766.8	\$7,678.9
<i>Subtotal, direct impact</i>	<i>755</i>	<i>\$33,663.7</i>	<i>\$37,575.7</i>
Indirect and induced effects			
Employee spending	146	\$5,837.0	\$18,165.7
Contractor and vendor spending	35	\$1,534.6	\$4,709.0
<i>Subtotal, indirect/induced effects</i>	<i>181</i>	<i>\$7,371.6</i>	<i>\$22,874.8</i>
Total	936	\$41,035.2	\$60,450.5

Table 2: Direct, indirect and induced impacts of Lawrence’s spending in Appleton, FY 2017 (wages and output in \$000s)

	Jobs	Wages	Output
Direct spending impact			
Payroll	605	\$29,896.9	\$29,896.9
Purchasing/construction	134	\$3,102.2	\$5,734.7
<i>Subtotal, direct impact</i>	<i>739</i>	<i>\$32,999.1</i>	<i>\$35,631.5</i>
Indirect and induced effects			
Employee spending	121	\$4,853.5	\$14,983.4
Contractor and vendor spending	25	\$1,056.3	\$3,233.7
<i>Subtotal, indirect/induced effects</i>	<i>146</i>	<i>\$5,909.8</i>	<i>\$18,217.1</i>
Total	885	\$38,908.9	\$53,848.7

Table 3: Direct, indirect and induced impacts of Lawrence’s spending in Wisconsin, FY 2017 (wages and output in \$000s)

	Jobs	Wages	Output
Direct spending impact			
Payroll	605	\$29,896.9	\$29,896.9
Purchasing/construction	187	\$5,610.2	\$13,434.9
<i>Subtotal, direct impact</i>	<i>792</i>	<i>\$35,507.1</i>	<i>\$43,331.8</i>
Indirect and induced effects			
Employee spending	163	\$6,559.3	\$20,461.2
Contractor and vendor spending	63	\$2,833.3	\$9,217.3
<i>Subtotal, indirect/induced effects</i>	<i>226</i>	<i>\$9,392.6</i>	<i>\$29,678.5</i>
Total	1,018	\$44,899.7	\$73,010.3

The impact of student and visitor spending

In addition to the impact of its spending on non-student payroll, purchasing and construction, Lawrence University contributes to the economic vitality of Appleton through off-campus spending by Lawrence students and by non-local visitors to Lawrence's campus.

The impact of student spending

The impact of student spending is determined in part by whether students live on campus or off-campus in Appleton and the surrounding area. In the fall of 2017, approximately 91 percent of all students lived in University-owned housing on and around the Lawrence campus.

In analyzing the impact of off-campus student spending in Appleton, this report counts only spending by students from outside of Appleton; at the regional level, only spending by students from outside of the Fox Cities region; and at the state level, only spending by students from outside of Wisconsin. While relatively conservative, this approach helps ensure that we are not claiming as part of Lawrence's impact spending that could still have occurred within Appleton or elsewhere in Wisconsin even if these students had not been attending Lawrence University.

Based on data provided by Lawrence on the average annual costs of living for students—on housing, food, transportation, books, supplies and other personal expenses—we estimate that during fiscal year 2017, off-campus spending by Lawrence students from outside of Appleton totaled nearly \$5.2 million, most of which was spent in Appleton. Using IMPLAN, we estimate that this spending directly and indirectly accounted for:

- 69 jobs in Appleton, with earnings totaling nearly \$1.7 million; and
- \$5.1 million in citywide economic output.

We similarly estimate that in fiscal year 2017, off-campus spending in Appleton by Lawrence students from outside the Fox Cities region totaled \$5.0 million. Using IMPLAN, we estimate that this spending directly and indirectly accounted for:

- 67 jobs in Appleton, with earnings totaling \$1.6 million; and
- Nearly \$5.0 million in citywide economic output.

For students who came to Lawrence from outside of Wisconsin, we estimate that during fiscal year 2017, off-campus spending in Appleton totaled \$4.1 million. Using IMPLAN, we estimate that this spending directly and indirectly accounted for:

- 55 jobs in Appleton, with earnings totaling \$1.3 million; and
- Nearly \$4.1 million in citywide economic output.

The impact of visitor spending

Lawrence University also attracts visitors to its campus who then spend money within the local economy. During the 2016-2017 academic year, Lawrence estimates that approximately 89,080 people visited the Lawrence campus—for admissions visits, alumni events, concerts and performances and athletic events. Of these visitors, we estimate that approximately 32 percent came from outside Appleton and the Fox Cities region, including approximately 7 percent from elsewhere in Wisconsin and 25 percent from outside of Wisconsin.

During fiscal year 2017, we estimate that off-campus spending in Appleton by visitors to Lawrence from outside Appleton and the Fox Cities region—on hotel accommodations, transportation and food and beverages—totaled approximately \$3.3 million. Using IMPLAN, we estimate that this spending directly and indirectly accounted for:

- 56 jobs in Appleton, with earnings totaling nearly \$1.5 million; and
- \$4.8 million in citywide economic output.

For visitors to Lawrence who came from outside of Wisconsin, we estimate that during fiscal year 2017, off-campus spending in Appleton totaled approximately \$3.2 million. Using IMPLAN, we estimate that this spending directly and indirectly accounted for:

- 54 jobs in Appleton, with earnings totaling \$1.4 million; and
- Nearly \$4.7 million in citywide economic output.³

Adding it all up

When the impact of Lawrence University's spending on non-student payroll, purchasing and construction is combined with the impact of student and visitor spending, we estimate that in fiscal year 2017, Lawrence directly and indirectly accounted for:

- 1,059 jobs in the Fox Cities region, with earnings totaling \$44.1 million; and
- Nearly \$70.3 million in regional economic output.

At the city level, we estimate that spending by Lawrence, its students and visitors to the University in fiscal year 2017 directly and indirectly accounted for:

- 1,010 jobs in Appleton, with earnings totaling \$42.0 million; and
- Nearly \$63.8 million in citywide economic output.

Statewide (including the Fox Cities region), we estimate that spending by Lawrence, its students and visitors to the University in fiscal year 2017 directly and indirectly accounted for:

- 1,127 jobs in Wisconsin, with earnings totaling \$47.6 million; and
- Nearly \$81.8 million in statewide economic output.

³ As with student spending, the impact of visitor spending is slightly smaller at the state level than at the city and regional levels because it includes only the impact of spending by visitors from outside Wisconsin.

These combined impacts in the Fox Cities region, Appleton and Wisconsin are summarized below in Table 4, Table 5 and Table 6.

Table 4: Total impact of spending by Lawrence, students and visitors in the Fox Cities region, FY 2017 (wages and output in \$000s)

	Jobs	Wages	Output
Impact of Lawrence spending			
Direct	755	\$33,663.7	\$37,575.7
Indirect/induced	181	\$7,371.6	\$22,874.8
<i>Subtotal, Lawrence spending impact</i>	936	\$41,035.2	\$60,450.5
Impact of student spending			
Direct	53	\$1,030.7	\$3,138.5
Indirect/induced	14	\$597.0	\$1,842.5
<i>Subtotal, student spending impact</i>	67	\$1,627.8	\$4,981.0
Impact of visitor spending			
Direct	42	\$857.5	\$3,070.3
Indirect/induced	14	\$601.2	\$1,777.1
<i>Subtotal, visitor spending impact</i>	56	\$1,458.6	\$4,847.4
Total	1,059	\$44,121.6	\$70,278.9

Table 5: Total impact of spending by Lawrence, students and visitors in Appleton, FY 2017 (wages and output in \$000s)

	Jobs	Wages	Output
Impact of Lawrence spending			
Direct	739	\$32,999.1	\$35,631.5
Indirect/induced	146	\$5,909.8	\$18,217.1
<i>Subtotal, Lawrence spending impact</i>	885	\$38,908.9	\$53,848.7
Impact of student spending			
Direct	55	\$1,056.0	\$3,215.8
Indirect/induced	14	\$611.6	\$1,887.7
<i>Subtotal, student spending impact</i>	69	\$1,667.6	\$5,103.4
Impact of visitor spending			
Direct	42	\$857.5	\$3,070.3
Indirect/induced	14	\$601.1	\$1,777.1
<i>Subtotal, visitor spending impact</i>	56	\$1,458.6	\$4,847.4
Total	1,010	\$42,035.2	\$63,799.5

**Table 6: Total impact of spending by Lawrence, students and visitors in Wisconsin, FY 2017
(wages and output in \$000s)**

	Jobs	Wages	Output
Impact of Lawrence spending			
Direct	792	\$35,507.1	\$43,331.8
Indirect/induced	226	\$9,392.6	\$29,678.5
<i>Subtotal, Lawrence spending impact</i>	<i>1,018</i>	<i>\$44,899.7</i>	<i>\$73,010.3</i>
Impact of student spending			
Direct	42	\$842.1	\$2,575.6
Indirect/induced	12	\$488.8	\$1,507.3
<i>Subtotal, student spending impact</i>	<i>55</i>	<i>\$1,330.9</i>	<i>\$4,082.9</i>
Impact of visitor spending			
Direct	40	\$818.2	\$2,975.0
Indirect/induced	14	\$582.0	\$1,717.3
<i>Subtotal, visitor spending impact</i>	<i>54</i>	<i>\$1,400.2</i>	<i>\$4,692.3</i>
Total	1,127	\$47,630.8	\$81,785.5

Contributing to state and local revenues

Despite its tax-exempt status, Lawrence University contributes in a variety of ways to state and local government finances. As shown in Table 7, state and local taxes and fees paid by Lawrence in fiscal year 2017 included:

- \$1.4 million in state income taxes withheld from the salaries and wages of Lawrence employees;
- \$13,091 in unemployment insurance claims;
- \$319,818 in water and sewer fees;
- \$115,998 in real property taxes on non-exempt property; and
- \$18,086 in other taxes and fees to state and local governments.

Overall, in fiscal year 2017, Lawrence directly accounted for nearly \$1.9 million in Wisconsin state and local government revenues.

Table 7: Taxes and fees paid by Lawrence to Wisconsin state and local governments, FY 2017

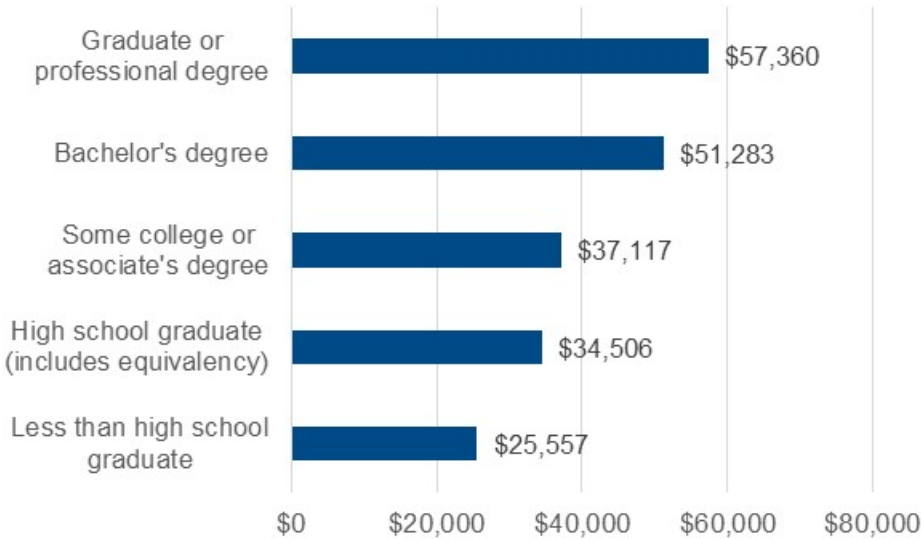
Type of tax/fee	Amount
Payments to state government:	
State income taxes withheld	\$1,420,113
Unemployment insurance claims	\$13,091
License and permit fees	\$11,722
<i>Subtotal, state revenues</i>	<i>\$1,444,926</i>
Payments to local governments:	
Real property taxes on non-exempt property	\$115,998
Real property tax portion of rents paid on leased property	\$3,437
Water/sewer fees	\$319,818
License and permit fees	\$2,927
<i>Subtotal, local government revenues</i>	<i>\$442,179</i>
Total	\$1,887,106

Part Two: Contributing to the Region’s Human Capital

Human capital—the totality of knowledge, skills and experience accumulated over time by a community’s or a region’s workforce—plays a central role in determining whether cities and regions succeed or fall behind in an increasingly knowledge-based economy.

One of the most important measures of human capital is the level of education achieved by a city’s or a region’s residents. As Figure 7 shows, in 2016 the median earnings of residents of Outagamie County who had completed four-year college degrees were nearly 49 percent higher than the earnings of those who had no education beyond high school.

Figure 7: Median earnings by educational attainment for Outagamie County residents age 25 years and older, 2016



Source: U.S. Census Bureau, American Community Survey 1-Year Estimates (2016), Social Explorer

The economic benefits of higher education, however, are not limited to those who earn degrees. A study published by the Milken Institute in 2013 found that in U.S. metropolitan areas, adding one years of schooling to the educational attainment of workers who already had high school diplomas increased average GDP per capita by 17.4 percent and average real wages by 17.8 percent.⁴

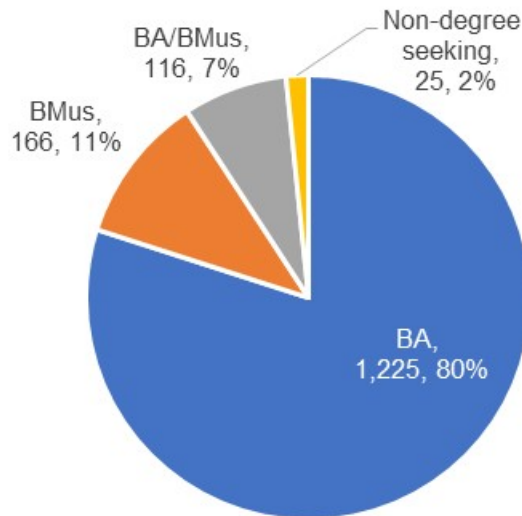
⁴ Ross DeVol et al., “A Matter of Degrees: The Effect of Educational Attainment on Regional Economic Prosperity,” Milken Institute, February 2013, 1.

Even non-college-educated workers benefit from this effect. University of California economist Enrico Moretti has shown that “the earnings of a worker with a high school education rise by about 7 percent as the share of college graduates in his [metropolitan area] increases by 10 percent.”⁵

Enrollment at Lawrence

In the fall of 2016, 1,532 students were enrolled at Lawrence. As Figure 8 shows, they included 1,225 students pursuing a Bachelor of Arts (BA) in the arts and sciences, 166 Conservatory students pursuing a Bachelor of Music (BMus), 116 enrolled in the University’s joint BA/BMus double-degree program, and 25 non-degree-seeking students.

Figure 8: Total for-credit enrollment at Lawrence by type of degree, fall 2016

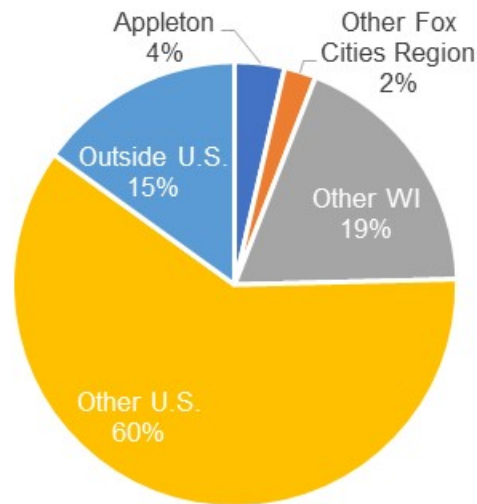


In academic year 2016-17, Lawrence awarded 339 bachelor’s degrees, including 274 BA degrees, 45 BMus degrees, and 20 joint BA/BMus degrees.

⁵ Enrico Moretti, *The New Geography of Jobs*, (New York: Houghton Mifflin Harcourt, 2012), 98.

As Figure 9 shows, 3.6 percent of all students enrolled at Lawrence in the fall of 2016 were Appleton residents; 2.3 percent came from elsewhere in the Fox Cities region; and 18.7 percent from elsewhere in Wisconsin. A majority of Lawrence students (60.3 percent) came from other U.S. states; and 15.1 percent were students without a U.S. passport.

Figure 9: Enrollment at Lawrence by student's permanent place of residence, fall 2016



Preparing students for 21st-century careers

Learning at Lawrence combines a broad liberal education with opportunities to prepare for the work students will pursue after they graduate.

- Lawrence describes its required **Freshman Studies** program as “a cornerstone of the Lawrence curriculum.” Each class consists of a maximum of fifteen students, who together explore a multidisciplinary set of books, music, art and films, organized to introduce students to the humanities, social sciences, natural sciences and performing and visual arts in discussions facilitated by a faculty member. The program’s goal is to help students learn to think critically and in depth about each topic.
- Lawrence offers several interdisciplinary programs. Some of which include:
 - An interdisciplinary major in **Neuroscience**, incorporating the perspectives of biology, chemistry and psychology
 - An interdisciplinary major in **Mathematics and Computer Science**
 - **Innovation and Entrepreneurship**, an eight-course program that can be combined with any major. It includes courses on innovation, entrepreneurship, finance, social entrepreneurship, music entrepreneurship, and a practicum that involves working with an entrepreneurial venture (either for-profit or not-for-profit).

- Through its **21st Century Musicianship** initiative, the Lawrence Conservatory has developed and implemented a new vision of conservatory education. While maintaining its commitment to technical excellence, the Conservatory has incorporated into its program new emphases on the creative, multi-disciplinary, social and entrepreneurial dimensions of a musician’s work.
- A new **Bachelor of Musical Arts** degree in Jazz & Contemporary Improvisation strengthens the framework for students who desire flexibility in their musical studies and a broader scope of improvisational opportunities. Based strongly in the liberal arts, this new degree and major allows students to focus on jazz and improvisational music studies sooner in their undergraduate career to pursue their futures in the ever-changing work of the arts.
- Lawrence also offers a **five-year dual BA/BMus degree**, allowing students to combine advanced studies in music with a degree in one of the liberal arts or sciences. The strength of Lawrence’s commitment to its multidisciplinary approach to education—and the extent to which its students share that commitment—is evident from the fact that each year, nearly half of all Conservatory students enroll in the dual degree program.
- Through the University’s “3-2” partnerships with other institutions, Lawrence students can also pursue degrees in areas of study that Lawrence does not offer on its own. Examples include:
 - Cooperative degrees in **Engineering**, with three years of study at Lawrence followed by two years of engineering studies at Columbia University, Washington University or Rensselaer Polytechnic Institute.
 - A cooperative 3-2 program in **Forestry and Environmental Management**, offered in partnership with Duke University.
 - A cooperative 3-2 program in **Occupational Therapy**, offered in partnership with the Washington University School of Medicine.

Lawrence also offers a wide range of opportunities for co-curricular learning.

- On weekends during the academic years, groups of students and faculty members can explore a single topic or issue through discussions conducted at **Björklunden**, the University’s campus on Lake Michigan, located in Door County. Approximately 2,000 Lawrence students each year participate in these informal but intensive learning experiences.
- The Center for Career, Life, and Community Engagement has eight **Career Communities** that are designed to align with current Lawrentians’ interests and with careers that alumni have pursued. Each community offers unique content such as related job industries, internships, alumni contacts, experiential learning opportunities such as research, fellowships and volunteer experiences, and upcoming events and workshops. As part of these communities, students are able to travel to Chicago to experience the world of Business or to Silicon Valley to explore careers in Technology and Data Science, or shadow local medical doctors in the Health Care and Life Sciences community.

- The Center for Career, Life and Community Engagement also helps students connect with **internships** related to their fields of study or their career interests. Center staff work with students and employers to ensure that both know what to expect, and understand each other's obligations. The Center arranges summer internships for about 100 students each year—including some for which academic credit is available—and is able to provide funding for about 30 to 35 interns each year.

Making a Lawrence education more affordable and more accessible

During the 2016-17 academic year, Lawrence provided \$52.6 million in financial aid to University students, of which \$36.9 million (more than 70 percent of the total) was provided from the University's own resources. More than 98 percent of all degree-seeking Lawrence students received at least some financial aid.

During fiscal year 2017, the University provided nearly \$8.35 million in financial aid from its own resources to students from Wisconsin, including \$1.44 million to students from the Fox Cities region.

Consistent with the University's commitment to making a Lawrence education more affordable for students from low- and middle-income families, 67.5 percent of Lawrence's institutional financial aid was awarded on the basis of need. In 2016-17, the total financial aid package for students receiving need-based aid averaged \$36,691 per student.

While most public and independent colleges and universities in the U.S. provide various forms of need-based financial aid, only about 70 have made a commitment—and have the resources required—to meet the full, demonstrated financial need of all their students. Even with the relatively generous levels of financial aid cited above, need-based aid provided to Lawrence students still falls short of full need by about \$4,000 per student per year, often requiring students to take on additional loans to cover the full cost of attendance.

Lawrence is committed to closing this gap for all of its students. In 2014 the University launched its **Full Speed to Full Need** campaign. Starting with an anonymous gift of \$25 million, Lawrence sought to match that amount, for a total goal of \$50 million, to be used exclusively for need-based financial aid. Full Speed to Full Need was originally envisioned as a five-year campaign; instead, its \$50 million goal was met in fifteen months. The goal was subsequently raised to \$75 million; and when that target was hit, to \$85 million.

While much of the money raised to date is committed to the overall program, some takes the form of scholarships for specific groups of students. Each year, for example, the Paulson Family Scholarship, created in 2015, awards a four-year, full-need Lawrence scholarship to a graduate of Kaukauna High School. (If in any given year no Kaukauna graduate qualifies, the scholarship can be awarded to a graduate of any other Fox Valley high school.)

Making higher education more accessible for students from lower-income families is not just a matter of providing financial assistance. In 2017 Lawrence joined 59 other U.S. institutions in the **American Talent Initiative (ATI)**, an alliance of colleges and universities with six-year graduation

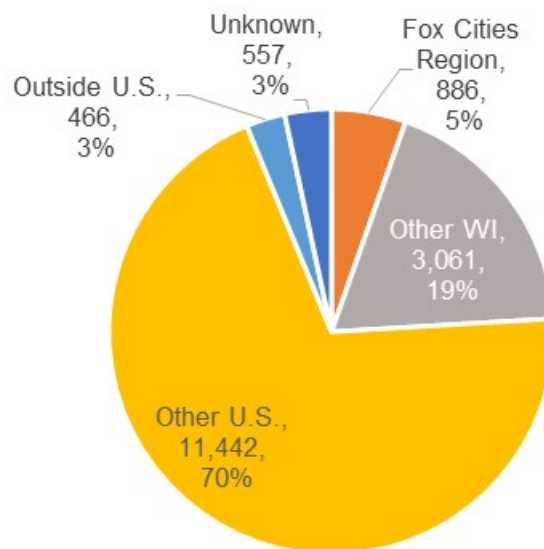
rates of at least 70 percent, aimed at increasing enrollment of high-achieving low- and moderate-income students, and helping those students succeed. Lawrence's commitments under the ATI program include:

- Identifying and more actively recruiting qualified low- and moderate-income students, including high-achieving community college transfer students
- Increasing enrollment of students eligible for Pell grants (federal financial assistance for low-income students), and enrollment of first-generation college students
- Removing cost as a barrier to attendance by increasing need-based financial aid
- Providing supportive services aimed at retaining and graduating low-income students at rates comparable to those for their higher-income peers

Where Lawrence graduates live

As of the spring of 2018, 574 graduates of Lawrence whose addresses were known (3.5 percent of all University graduates) lived in Appleton. Another 312 Lawrence graduates (1.9 percent of all University graduates) lived in other communities in the Fox Cities region, and 3,061 (18.7 percent) lived elsewhere in Wisconsin (Figure 10).

Figure 10: Lawrence graduates by place of residence, as of March 2018



Based on 2016 American Community Survey data, we estimate that approximately 5.0 percent of all Fox Cities residents who have at least a bachelor's degree are Lawrence graduates.⁶

⁶ U.S. Census Bureau, American Community Survey 1-Year Estimates (2016), Social Explorer

Data from a survey of Lawrence’s Class of 2016, suggest, however, that the University’s most recent graduates may be more likely than older graduates to stay in Appleton (at least initially). About 9.4 percent of those who responded to the survey (which had a very strong 87 percent response rate) stated that they were working in Appleton—some for local businesses or non-profit organizations, some for the University, and some as independent musicians or artists. Another 16.4 percent of all respondents were working elsewhere in Wisconsin.

Over time, Lawrence graduates have also contributed to the entrepreneurial vitality of Appleton, the Fox Cities region and other Wisconsin communities. Table 8 lists several examples of companies founded and/or led by University graduates.

Table 8: Wisconsin businesses founded and/or led by Lawrence graduates—selected examples

Company	Location	Year founded	Business
Appleton Group	Appleton	2002	Wealth management services for individuals, employers and charitable organizations
Bouwer Printing & Mailing	Appleton	1981	Design, printing and distribution
Elipticon Wood Products	Little Chute	1993	Employee-owned manufacturer of architectural millwork
Field Notes Farm	Custer	2015	Organic herbs and vegetable
Generation Growth Capital	Milwaukee	2007	Private equity fund investing in small- and mid-sized businesses in the Upper Midwest
The Harp Gallery	Appleton	1985	Brick-and-mortar and online retailer of furniture and antiques
InfoCor	Germantown	1995	Integrated interactive AV systems
Little Rapids Corporation	Green Bay/ Shawano	1947	Paper products for health care, beauty and other specialty uses
Swenson Book Development	Appleton		Services for current and aspiring authors
Urgent Care Physicians	Appleton/ Oshkosh		Urgent medical care clinics
Weiner Investment Services	Appleton		Independent brokerage, investment management and financial planning firm

Part Three: Lawrence in the Community

Lawrence University is notable for both the breadth and depth of its engagement with Appleton and other communities in the Fox Cities region. This engagement is in part a product of their shared history; Lawrence and Appleton literally grew up together.

This part of the report focuses on several dimensions of the University's engagement with these communities, including:

- Student, faculty and staff engagement in volunteer community service work
- Lawrence's role as a cultural resource for the region's communities
- The University's involvement in efforts to strengthen Downtown Appleton

Helping to meet community needs

At Lawrence, engagement in issues that affect the lives of its neighbors is seen as an essential element of both the education that the University provides to its students, and its long-term relationship with the community. The University's Center for Community Engagement and Social Change serves as a central resource for connecting students, faculty and staff with service needs and opportunities in Appleton and neighboring communities. The Center's work focuses on seven broad areas:

- ***Equal access to education***, combining advocacy for expanding access to education at all levels with hands-on work such as tutoring local elementary, middle and high school students.
- ***Fair housing and hunger***, working with five local services organizations to understand and address homelessness and related problems in the Fox Cities region.
- ***Child advocacy***, seeking to understand the issues that children in the region face, and partnering with organizations such as the Community Early Learning Center that are addressing those issues—other programs such as the Lawrence Assistance Reaching Youth (LARY) allow Lawrence volunteers to engage with local elementary school children both in and outside school.
- ***Diversity and cultural support***, supporting youth development, mentoring and empowerment programs serving young Latino, African-American and Hmong students in the region.
- ***Elder advocacy***, with a particular focus on issues related to the isolation and loneliness experienced by many older community residents.
- ***Arts advocacy***, providing opportunities for local residents to engage with music in the arts in ways that might not otherwise be available to them.

- ***Environment and sustainability***, focusing on regional issues such as sustainable agriculture, renewable energy and the need for clean public spaces.

The Center maintains ongoing relationships with 100 agencies and organizations in the region that are addressing these issues, and that provide opportunities for Lawrence volunteers to participate in their work. Notable examples include the Appleton Area School District, Kaleidoscope Academy, the Edison Elementary School, Homeless Connections, Brewster Village, St. Elizabeth's Hospital, the Community Early Learning Center and Riverview Gardens.

During the 2016-17 academic year, 642 Lawrence students and 67 faculty and staff contributed a total of 10,450 hours of volunteer work arranged through the Center. Hundreds of other Lawrence students also engaged in volunteer work through initiatives sponsored by campus fraternities and sororities and other student organizations.

Lawrence supports local community organizations in other ways as well. Since 2015 the University's Seeley G. Mudd Library has been a partner with the Foundation Center, based in New York City, in the Funding Information Network (FIN), which provides access to the Center's extensive database on foundations and other non-profit funding sources. Together with the United Way of the Fox Cities and the Community Foundation for the Fox Valley, the Library regularly offers workshops for local non-profits on searching for funding opportunities and on proposal writing.

Serving Fox Valley community organizations

In addition to engaging in volunteer work through the Center for Community Engagement and Social Change, many Lawrence faculty and staff participate in the work of a wide range of Fox Valley community organizations by serving as board members or in other leadership roles. An informal survey conducted in the fall of 2018 identified more than 60 such organizations. These relationships help local organizations tap into the University's intellectual, human and institutional resources; and help the University channel its resources into organizations that are attuned to local needs. The following examples highlight the breadth of organizations with whom University faculty and staff are engaged.

- A Better Chance – Appleton
- Appleton Downtown Inc.
- Appleton Youth Education Initiative
- Bridges Child Enrichment Center
- Community Early Learning Center (CELC)
- City of Appleton Historic Preservation Committee
- Fair Housing of Wisconsin
- Fox Cities Chamber of Commerce
- Fox Cities Community Table
- Fox Cities Regional Visioning Leadership Team
- Fox Valley Literacy Council
- Northeast Wisconsin Land Trust
- Paper Discovery Center
- ThedaCare
- United Way of the Fox Cities
- YMCA of the Fox Cities
- Appleton Redevelopment Authority
- Bergstrom Mahler Museum
- Riverview Gardens
- Goodwill NCW
- Appleton School District
- Wisconsin Academy of Arts and Sciences

A resource for the community

Lawrence also serves in multiple ways as a cultural, educational, physical and natural resource for the community. Below we highlight just a few particularly noteworthy examples.

- The **Lawrence Academy of Music**, a division of the Conservatory, offers a wide range of opportunities for music education and music-making to residents of Appleton, the region

and beyond, through individual instruction, classes and ensembles. Approximately 1,500 people participate in the Academy's programs each year. They range in age from pre-school to people in their 80s (although about 90 percent are of elementary, middle or high school age). About 59 percent of all participants are Appleton residents; about 30 percent come from elsewhere in the Fox Cities region. The Academy raises funds annually to provide tuition assistance to community members with low incomes so that they can participate in Academy of Music programs.

The Academy stages approximately 75 performances with 8,000 attendees each year, all of which take place in Downtown Appleton. Many of these—such as performances by the Academy's seven girls' choirs—have become highly popular community events.

The Academy of Music regularly pursues artistic partnerships with community arts organizations. The Academy is a member of the Fox Arts Network (FAN) and has collaborated on projects with the Appleton Performing Arts Center, newVoices Choir, Fox Valley Symphony, MacDowell Male chorus, Fox Valleyaires, Appleton Boychoir and the Trout Museum of Art.

- Since it was first held in 2013, the ***Mile of Music***—an annual four-day festival of original music, staged at 70 venues in downtown Appleton—has become one of the Fox Cities' most popular events, and one that is increasingly well-known nationally. In 2018 the Mile of Music featured 900 performances by 200 individual artists and bands—almost all of them free—drew 85,000 people and (by the organizers' estimate) had a \$3.5 million impact on the local economy.

In addition to performances, the 2018 Mile of Music included 50 educational and participatory events, such as classes in specific instruments, songwriting workshops, dance demonstrations and drum circles. As they have been every year, these events were organized and coordinated by the festival's ***Music Education Team***, led by Lawrence Conservatory faculty members.

- Community residents have access to concerts, recitals and other events at Lawrence, including, for example:
 - Performances by Conservatory students and faculty and by visiting artists
 - Several University "convocations" each year, featuring lectures by notable guest speakers such as philosopher-scholar Kwame Anthony Appiah and Poet Laureate Natasha Trethewey
 - Saturday night films at the Warch Campus Center, and an annual film festival
 - Exhibits at the Wriston Arts Center Galleries
 - Intercollegiate athletic competitions in 21 NCAA Division III sports
- Spaces in the ***Warch Campus Center***—a 107,000 square-foot, four-level multi-use complex overlooking the Fox River—are available for a variety of community and other private uses, including:
 - Corporate meetings, training programs, etc.
 - Conferences and meetings sponsored by local and regional organizations

- Meetings conducted by the City of Appleton and the Appleton Area School District
- Weddings, wedding receptions and other private gatherings
- A dining room that provides food service and is open to the public

A full range of catering services is available from Bon Appetit (the University’s food service contractor). For events that draw people from out-of-town to Appleton, the Warch Center can also provide shuttle transportation to and from local hotels.

The variety, quality and flexibility of spaces and services offered by the Warch Campus Center, its setting on the Fox River, and the convenience of its location in downtown Appleton have since its opening made it one of the most popular venues in the region.

Supporting downtown Appleton

Across the U.S., small and mid-sized cities have recognized the important role that lively, attractive downtown areas play in attracting and retaining talent, drawing private investment and encouraging entrepreneurial activity. For Lawrence, the health of downtown Appleton is critical to the University’s ability to attract and retain students, faculty, staff and private support. As noted previously, Appleton and Lawrence grew up together, and today the University’s 84-acre campus is deeply embedded in the downtown area.

At the same time, Lawrence has been a significant contributor to the vitality of downtown Appleton. For example:

- With more than 90 percent of its 1,520 students living on-campus—and hundreds of employees working on-campus every day—Lawrence plays an important role in making downtown Appleton an active “24/7” community.
- By hosting scores of conferences, meetings, weddings and other private events annually, the Warch Campus Center each year attracts thousands of visitors to downtown Appleton, generating business for local hotels and restaurants. As it markets the Warch Center as a venue for such events, the University is also marketing downtown Appleton.

In 2018, Lawrence also selected a firm to develop a mix of residential and retail space on a University-owned site at 320 East College Avenue in downtown Appleton. When completed, the project will include 40 units of market-rate housing and 3,000 square feet of retail, plus parking. The project is closely aligned with the strategies adopted by Appleton Downtown Inc. (the area’s business improvement district), and the City of Appleton’s Comprehensive Plan which are seeking to encourage market-rate residential development downtown.

Encouraging diversity and inclusion

Lawrence has in recent years made notable progress toward its goal of creating and sustaining a more diverse and inclusive University community. The incoming class that arrived on campus in

the fall of 2017 was the most diverse in Lawrence’s history, with nearly 30 percent of the class identifying as domestic students of color, and an additional 10 percent holding non-U.S. passports. Moreover, the University is actively engaged in making diversity and inclusion work—for example, by launching its first annual conference on diversity in 2017.

The University’s commitment to this goal is not limited to its own campus. In January 2018 Lawrence partnered with the City of Appleton in launching the City’s Dignity and Respect campaign—part of a nationwide effort aimed at teaching individuals, organizations and communities “to have respectful interactions, to build cultural awareness and to find common ground with individuals who are different from themselves.”

Lawrence’s 2018 *Report to the Community* similarly focused on “promoting equity and inclusion in the Fox Cities.” The report in particular cited the work of individuals and groups that share the University’s engagement in that work, including community groups such as African Heritage Inc. and the Fox Cities Diversity Officers Collaborative.

A unique regional resource

In addition to providing a venue for weekend programs for Lawrence students described in Part Two, the University's Björklunden campus, located in Door County, Wisconsin, serves as an educational, cultural and natural resource for residents of the surrounding region, as well as a magnet for visitors.

Each year, Lawrence offers adult education seminars at Björklunden. In 2017, for example, 37 seminars (typically lasting five days each) were held at Björklunden on topics ranging from "Dante's *Inferno*" to "Donald Trump's America"; immigration, poverty and upward mobility; writing poetry; and a jazz fantasy camp. In 2016-17, 749 adults participated in Björklunden seminars. Many of these participants stayed on the Björklunden campus, while others "commuted" from the surrounding area.

Each summer the Björklunden campus hosts Door Shakespeare, a professional theater company presenting both Shakespeare's classics and works by contemporary playwrights. Door Shakespeare's season at Björklunden also includes lectures, family events and theater camps for children and teens. The campus also hosts two summer classical music series – the Midsummer's Music Festival and the Peninsula Music Festival. Throughout the year, the campus also features performances by Lawrence students and faculty that are open to the public.

Björklunden's 37,000 square-foot lodge is also available throughout the year for private, public and corporate events, including meetings, conferences, concerts and theatrical performances, weddings and other social events. The facility includes a large space (Vail Hall) that can accommodate up to 130 people, and two seminar rooms that can seat 32 to 50 people. It also includes a full dining room and kitchen, and guest rooms that can sleep up to 104 people.

In 2016 Lawrence entered into an environmental easement agreement with the Door County Land Trust, formalizing the University's longstanding intent to preserve most of the Björklunden campus in its natural state. The agreement precludes any future development of 305 of the campus's 441 acres, including a half-mile stretch of Lake Michigan shoreline, and helps ensure that Björklunden will continue to be a resource for both the University community and the wider community as well.

Conclusion: Deepening the Engagement

Lawrence University has deep roots in Appleton and the Fox Cities region. It has had a significant impact on the region's economy, and on the quality of life in its communities. At the same time, the University is itself a prime beneficiary of the region's economic vitality and the strength of its communities.

Nevertheless, the challenges that both the University and the Fox Cities face mean that neither can afford to rest on what they have already accomplished. Perhaps the greatest of these shared challenges—at least from an economic perspective—is attracting and retaining talented young adults. Given current U.S. demographic trends (in particular among those of college age), attracting and keeping this population will require a sustained focus on ensuring that Appleton and other communities in the region are (and are known as) places that offer students from diverse backgrounds attractive and welcoming places to study, live, work, build careers and have families.

This will require continuing collaboration among Fox Cities businesses, institutions, local governments and community organizations to:

- Increase the availability of local internships for Lawrence students. Working as interns is not only an essential part of students' educational experience. It is one of the most effective ways to connect them with career opportunities within the region—and thus to increase the likelihood that they will stay beyond graduation.
- Develop a broader array of support and services for those who decide to stay in the region after graduation. These could include job search assistance, assistance in finding appropriate and affordable housing, access to University facilities, resources and programs, social and recreational activities, etc.
- Make downtown Appleton a more attractive and interesting place to study, live, work, do business and visit. Building on its current work with the City of Appleton, Appleton Downtown Inc., the Mile of Music and other partners, Lawrence could, for example, explore ways in which—consistent with its own needs—the University campus and its resources can be open to people who live and work downtown.
- Support local and regional initiatives—such as Appleton's Dignity and Respect campaign and the work of the Fox Cities Diversity Officers collaborative—aimed at making the Fox Cities a community that welcomes and respects people from diverse backgrounds.

In addition to collaborating in local and regional efforts such as those cited above, the University can help strengthen the City and the region by:

- Continuing and where possible expanding its efforts to recruit talented students from diverse ethnic and socioeconomic backgrounds to come to Lawrence. The University has already established good working relationships with local organizations in major cities that seek to help students prepare for and make the transition to college. Over time, it should

seek to extend this network to smaller cities where even the most talented students may be in danger of being left behind. Through an ongoing dialogue with these students, the University should seek to deepen its understanding of what is needed to attract them, and to have them succeed at Lawrence.

- Through its Full Speed to Full Need campaign, continuing to build the resources required to fulfill the University's commitment to meeting the full financial needs of all of its students. As of the fall of 2018, Lawrence had already raised more than \$78 million toward this goal and was aiming to reach \$85 million. Beyond this goal, the University should seek to secure the additional resources needed to provide a full range of opportunities to students from diverse socioeconomic backgrounds—including opportunities to study abroad, and funding independent research and creative projects.

Through these and other efforts, Lawrence can ensure that its shared history with Appleton and the Fox Cities will continue into a shared (and prosperous) future.