



ARKANSAS STATE
UNIVERSITY

A-STATE POWERS GROWTH

Transforming the
Economy and Inspiring
Hearts and Minds



MARCH 2025

Prepared by:  PARKER
STRATEGY
GROUP



Dear Community Members/Stakeholders,

At Arkansas State University, we take pride in our role in this community—where higher education serves as a driver of economic vitality, a hub for innovation, and a catalyst for progress in Arkansas and beyond. When people make their way to A-State's campus, whether to work or learn, often they say it feels like home. People make their new home at A-State, but Arkansas has always been and will remain our home for improving the lives of Arkansans.

Our commitment to excellence is not just measured in diplomas awarded but in the far-reaching impact of our institution. Each year, A-State generates significant economic activity, creating jobs, supporting local businesses, and attracting investments that energize our region. As one of the largest employers in the area, we contribute directly to the financial wellbeing of families and indirectly to the growth of industries that depend on an educated, skilled workforce. We train the leaders of tomorrow's Mississippi Delta region and beyond.

Beyond economics, A-State serves as a cultural and social beacon for the region. From groundbreaking research initiatives addressing global challenges to community partnerships that provide resources to community members in need, we are transforming lives every day. Our faculty and students are at the forefront of advancements in healthcare, agriculture, technology, and more, ensuring that our community remains resilient and competitive in an ever-changing world.

We understand the profound responsibility we hold in shaping the future. This is why we remain dedicated to fostering an environment of inclusivity, innovation, and excellence. We know that education is the great equalizer, and at A-State, we are equipping tomorrow's leaders with the knowledge and tools to succeed and to give back.

As we continue to grow, we do so with a steadfast commitment to the community we call home. Thank you for your support and partnership in advancing the mission of A-State. Together, we are building a brighter, more prosperous future for Jonesboro, the state of Arkansas, and beyond.

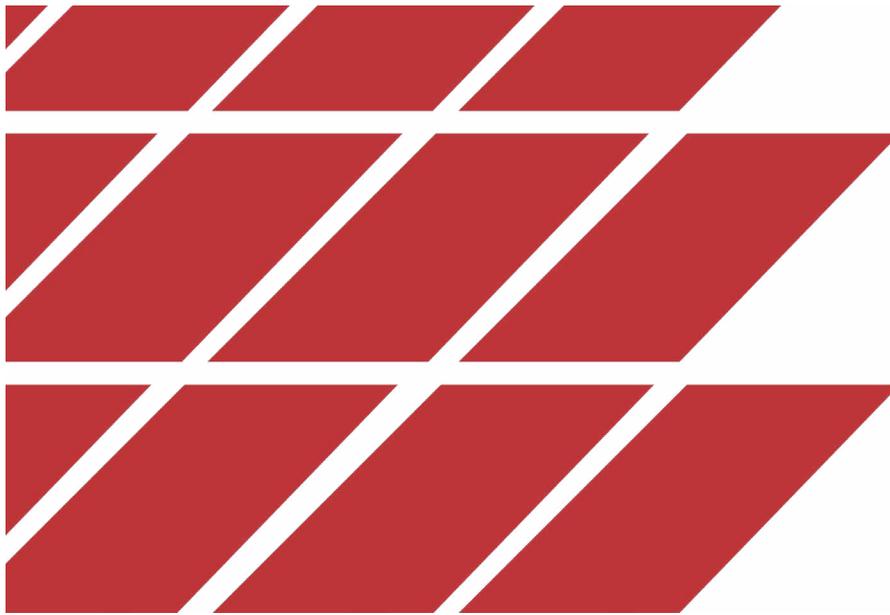


With gratitude and determination,

A handwritten signature in black ink that reads "T. Shields". The signature is fluid and cursive, with a large initial "T" and a stylized "S".

Todd Shields, PhD

Chancellor, Arkansas State University



EXECUTIVE SUMMARY

Popular culture and the lived experiences of college students in multiple generations promote the idea that, for college-bound young adults, college comprises some of the best years of one's life. Rose-colored glasses and the power of nostalgia perhaps power some of that sentiment, but at A-State this is largely felt because campus feels like home for many of its students. Students can experience much of what universities that are double the size of A-State without feeling lost in a sea of others in a lecture hall built for hundreds. The faculty and staff truly care about the success of each student at A-State, guiding many students to valuable internships, preparing them for the competitive job market, and seeing them succeed and become leaders of Jonesboro, Northeast Arkansas, and beyond. The students that matriculate into A-State are special. The commitment to the local community and improving the state of Arkansas does not happen in a vacuum. On the contrary, the experience of being part of the A-State community takes students with good hearts and turns them into positive changemakers.

Beyond that interpersonal impact on its students, A-State is a key component of the economic engine of the region. The economic impact of A-State, the jobs that are on-campus and supported and sustained through the university's impact, and the tax revenue that the state of Arkansas receives make A-State an invaluable asset to the Natural State. Volunteerism, philanthropy, athletics, research, and all other aspects of campus life have both a cultural and economic effect on the region as well. It is no accident that the South, and more specifically the Mississippi Delta region, has been growing economically. Institutions like Arkansas State are key contributors to this growth, and do so efficiently and with the intention to grow responsibly.



A-State's Impact on Arkansas (FY23)



\$2.5 B

Generated in economic impact in FY23

\$479.7 M

Generated by operations, students, and visitors

\$2.0 B

Generated by A-State alumni



16,332

Jobs supported and sustained

4,752

jobs in operations, students, and visitors

11,580

jobs alumni supported

For every **\$1**

invested by the state of Arkansas,

\$7.10

is returned to the state as a result of A-State's combined operations



1 out of every 18

Jobs in Arkansas are related to A-State operations or alumni. (5.5% of the state's workforce)

For every **\$1**

invested by the state of Arkansas,

\$2.52

is returned to the state through taxes generated by operations, student, and visitor spending.



\$152.5 M

Generated annually in state and local tax revenues

\$26.9 M

Contributed by operations, students, and visitors

\$125.6 M

Contributed by alumni

**NEW YORK INSTITUTE
OF TECHNOLOGY**

College of Osteopathic
Medicine
at Arkansas State University

\$44.6 M

Generated in additional
economic impact

263 jobs Supported and sustained
by NYITCOM's impact

\$2.2 M In additional local and
state taxes

A-STATE

Operations

\$479.7M

Generated by operations, students
and visitors

4,752 jobs

Supported and sustained by operations,
students and visitors

\$147.7 M

Contributed annually in state and local
tax revenues



90,000+
Total alumni

58,683 Living and working in Arkansas

- Arkansas-based alumni generate \$1.9 billion and support an additional 11,144 jobs annually in the statewide economy.
- Arkansas-based alumni generate \$67.2 billion over the course of their careers supporting an additional 390,047 jobs in Arkansas.



**A-State
Gives Back**

\$6.9 million donated
(\$5.3 million for 176,061 hours)
and charitable giving (\$1.6 million)
by staff, faculty and students

"A-State is on the path of transformational growth as we continue to provide unmatched opportunities to our students. Our value proposition is as strong as ever, and our best days are ahead."

Chancellor Todd Shields, A-State University

STUDENT FAST FACTS

14,000+
Students



6,979

First generation students
enrolled since Fall 2019



61.2%

From Arkansas



15%

of ASU's undergraduate
students are members of one
of the 23 Greek organizations
located on the campus¹



TOP 3 DEGREE PROGRAMS

1. EDUCATION
2. HEALTH PROFESSIONS
3. BUSINESS MANAGEMENT



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ABOUT A-STATE

Established in 1909, A-State has long been an educational staple of Northeast Arkansas. Located in Jonesboro, Arkansas, A-State provides students from all corners of Arkansas, throughout the United States, and across the globe. Economically, A-State generates millions of dollars in annual impact, creates and supports thousands of jobs, and educates thousands of students across disciplines that fill the gaps in the Arkansas workforce. This economic activity stimulates local businesses and strengthens the I-55 corridor with graduates in high-demand fields suited for the 21st century. Socially, A-State enriches the community through its educational programs, public service initiatives, and sports and cultural events, enhancing the quality of life and providing opportunities for lifelong learning. The University's commitment to inclusion and belonging also addresses critical societal challenges, promoting a more just and cohesive community including Community Engagement grants, the Neighborhood Red Wolves program, and the Diversifying Our Curing Community (DOCC) program, the RESTORE Grant, and the A-State INSPIRE program. By driving both economic growth and social progress, A-State plays a pivotal role in shaping the future of Arkansas and the region. A-State educates more than 14,000 students annually, supplying an educated workforce to meet the demands of Arkansas's growing economy. A-State has been cultivating ideas into worldwide impact for over 110 years; its impact on Arkansas and the world is helping to transform communities and lives.

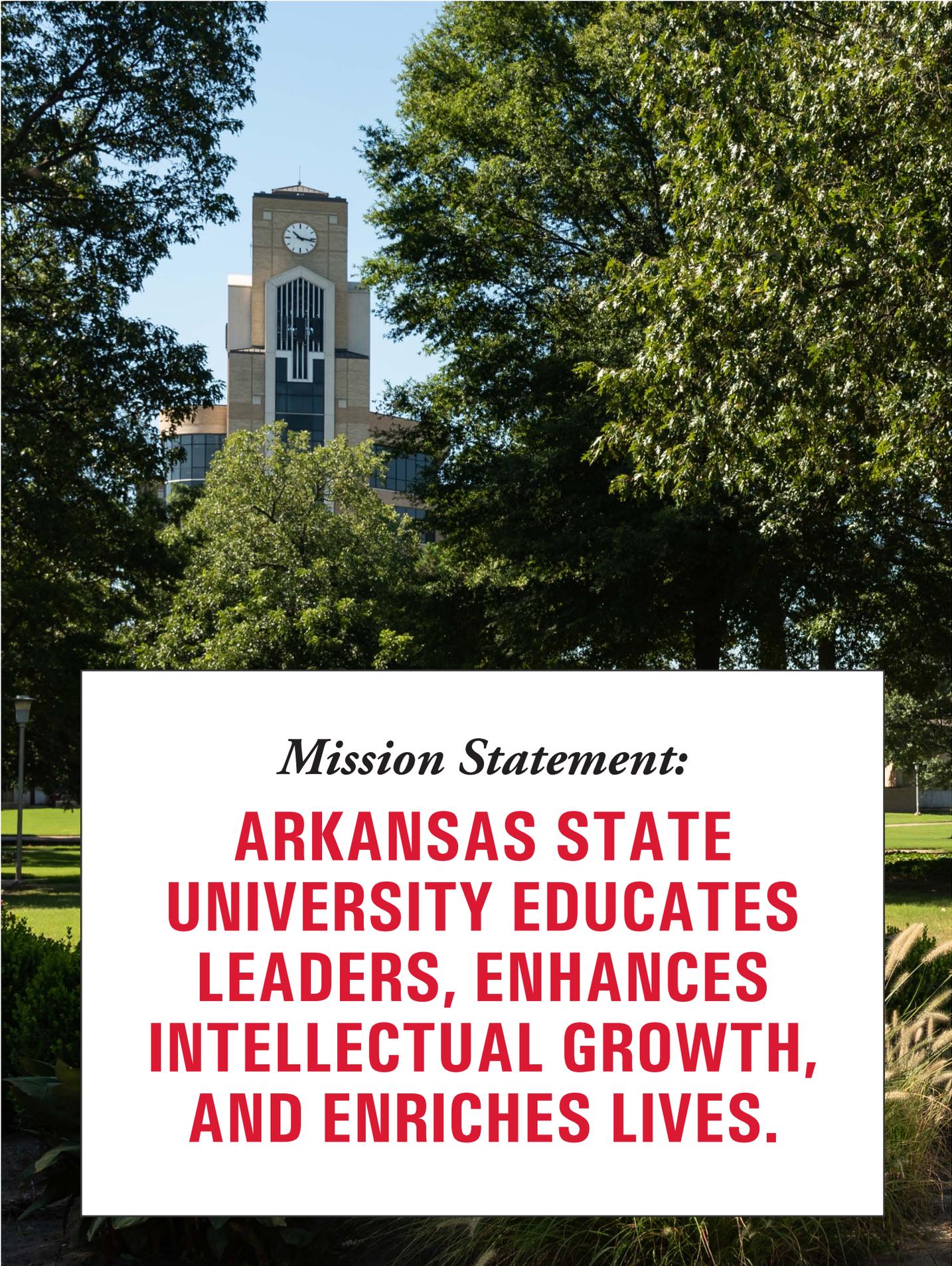
When you arrive on campus, visitors are immediately greeted by a perfect combination of traditional and modern innovation. Towering oak trees with strong roots cover campus, much like A-State serves as a strong root of the Jonesboro community. That community connection

presents itself in many ways, with one of the first that a visitor will see is the newly renovated Judd Hill Farmers' Market. Judd Hill Farmers' Market welcomes vendors from the local community as well as produce from the various agricultural programs and courses from A-State, providing a meeting place for community members to experience live entertainment and purchase fresh, in-season produce. As visitors delve deeper into the heart of campus, the theme of tradition meeting modernity continues. Newly designed buildings such as the Humanities and Social Sciences building alongside the Windgate Center for 3-D Arts; planned Windgate Art and Innovation Center; College of Veterinary Medicine; Center for Advanced Materials and Steel Manufacturing stand as A-State's firm commitment to the future. Sorority Housing, added in the mid-2010s, brought traditional Southern architecture to new audiences and furthered the momentum of making campus feel like home; a trait that A-State has always possessed.

Another key role that A-State has played since its founding is filling important needs for the state and the region. In the early 20th century, A-State recognized the need for educators and opened a Training School for future educators to "practice teaching" before entering local classrooms.² Medical access has been a consistent issue in the state of Arkansas. Ranking 45th in US News & World Report for health care, and with 41% of Arkansas' population in rural areas, the Natural State continues to have issues with healthcare deserts.³ Recognizing that chronic problem for its community, Arkansas State partnered with New York Institute of Technology in 2013 to develop a Doctor of Osteopathic (DO) program that would help fill the gaps in the Jonesboro area, the state of Arkansas, and the entire Mississippi Delta.⁴ Finally, the amount of collaboration between A-State and the Arkansas agricultural community has been present for the majority of the university's existence. Starting in 2026, that collaboration will reach a pivotal new level

with the opening of A-State's College of Veterinary Medicine. Arkansas' agricultural sector and animal lovers throughout the Natural State require excellent animal care. However, Arkansas is currently without an in-state College of Veterinary Medicine. Not only will A-State be the first, the College of Veterinary Medicine also plans on utilizing the latest pedagogical practices of competency-based learning across a wide variety of species. Rather than relying on lecture-based knowledge and/or observation of demonstration for clinical skills, students will gain hands-on training during years 1-3 of their DVM program in techniques that they will be expected to perform during their clinical year of the program according to Dr. Heidi Banse, Dean for the College of Veterinary Medicine.

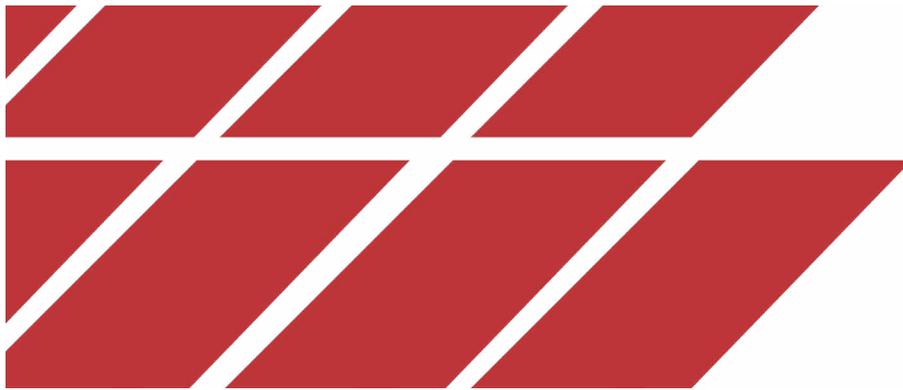
Northeast Arkansas, the state of Arkansas, and the entire Mississippi Delta region would not be a growing region of the United States without A-State. Along with the robust annual economic impact of nearly \$480 million throughout the state's economy and the 4,752 jobs that the university supports and sustains, the educational opportunities for students will continue to propel the region forward. Unlike many university experiences, A-State students are not treated as just a number in a crowded classroom; professors and A-State staff members truly care about students' experience and success. Graduates, faculty, and staff are good-hearted, generous, and community-oriented leaders in the Jonesboro community and beyond.



Mission Statement:

**ARKANSAS STATE
UNIVERSITY EDUCATES
LEADERS, ENHANCES
INTELLECTUAL GROWTH,
AND ENRICHES LIVES.**





ABOUT THE STUDY

In January 2024, A-State engaged Parker Strategy Group to measure the economic contribution of its operations, including the state of Arkansas, in the Northeast Arkansas region, and in the city of Jonesboro. The goal of this analysis is to provide a complete assessment of the total economic, employment and state and local tax impact of A-State across the state of Arkansas, the Jonesboro Metropolitan Statistical Area (MSA), the Northeast Arkansas region and the nation.

The methodology in this study uses the input-output model and dataset developed by IMPLAN Group, LLC. Primary financial data used in this study was obtained from A-State and included the following data points: operational expenditures, capital expenditures (three-year

average) and payroll and benefits for employees for FY23. Secondary data was used to estimate spending by visitors (day and overnight) and students (undergraduate, graduate and professional) exclusive of tuition and fees. Additional information on the methodology and assumptions used to complete this study can be found in Appendix B.

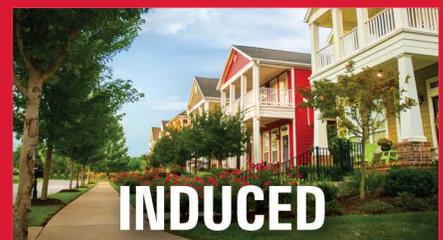
The impact presented in this analysis is broken down into three categories: direct impact, indirect impact and induced impact. The indirect and induced impacts are commonly referred to as the “multiplier effect.” The graphic below provides an overview of the types of impact detailed in this report.



Impacts generated because of spending by A-State University on operations, capital expenditures, pay and benefits, student spending and visitor spending.



The increase in demand for goods and services in industry sectors that supply or support A-State, its students, its faculty and staff, and visitors. Often referred to as the supply chain.



The third wave of impact created because of household spending by A-State employees, employees of suppliers, and students. Induced impacts estimate the effect of increased household income, including housing, household goods, entertainment, food, clothing, transportation and other categories of personal spending.

A-STATE STUDY

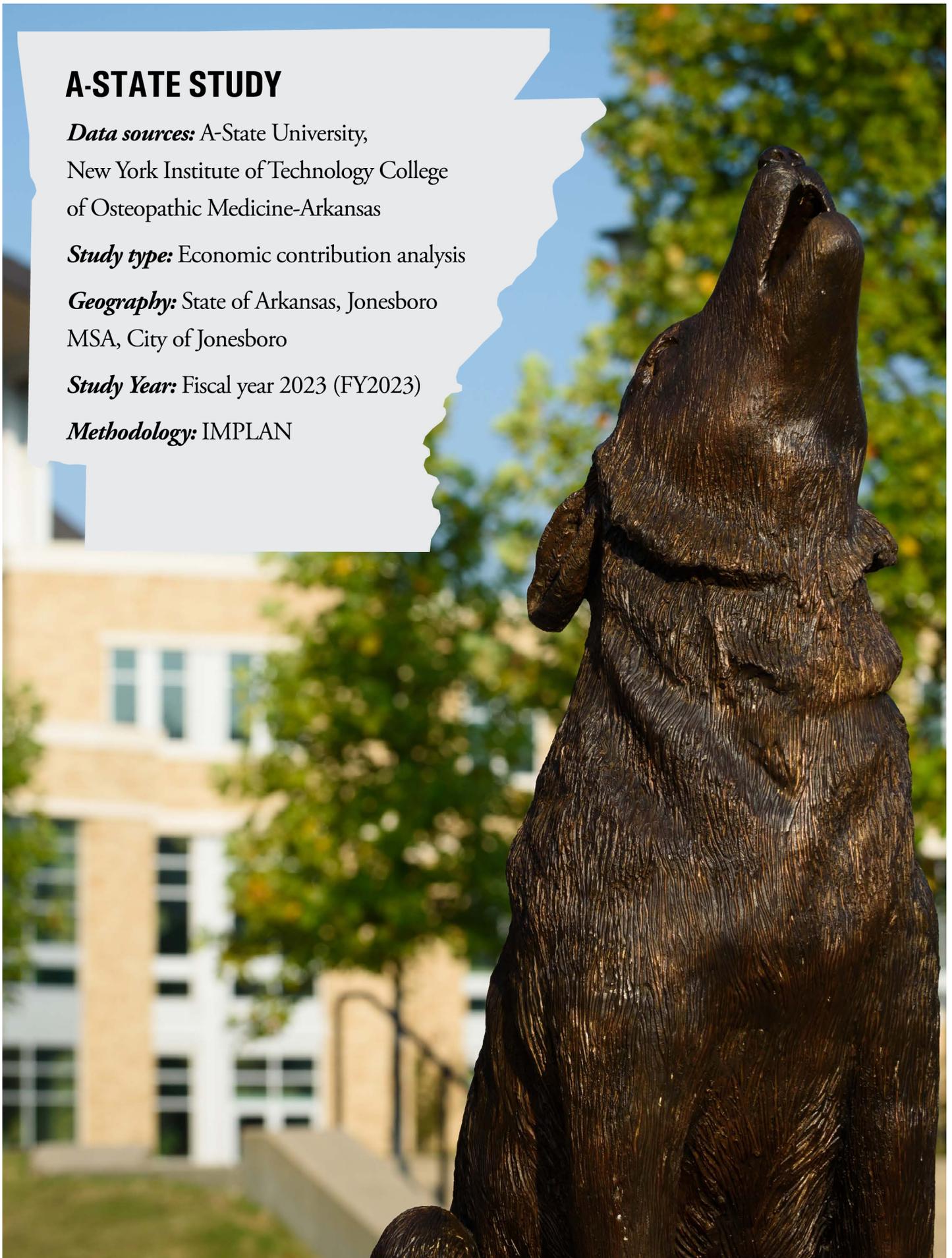
Data sources: A-State University,
New York Institute of Technology College
of Osteopathic Medicine-Arkansas

Study type: Economic contribution analysis

Geography: State of Arkansas, Jonesboro
MSA, City of Jonesboro

Study Year: Fiscal year 2023 (FY2023)

Methodology: IMPLAN





A PILLAR OF A GROWING REGION: ARKANSAS STATE AND THE GROWTH OF NORTHEAST ARKANSAS

Since the creation of an agricultural school by Act 100 of the Arkansas State legislature in 1909, A-State has been an educational and cultural touchstone of Northeast Arkansas. Arkansas State has a foundational commitment to service. Shortly after World War I, A-State became host to a Student Army Training Corps (SATC). In the 1920s, the University opened a Training School for educators.⁵ These foundations to service are still an institutional priority today: the majority of teachers in the state of Arkansas are trained at A-State. That footprint that A-State has on the educational system results in that the community-forward care and expertise rippling throughout generations. A quality education at A-State trains the educators to mentor and guide the leaders of tomorrow, and those leaders have shaped the region throughout the 20th and into the 21st century.

That initial Student Army Training Corps would give way to a student ROTC program. These programmatic values of the ROTC program mirror the U.S. Army values: Professionalism, Commitment, and Accountability. These values produced scores of military veterans for over 85 years. The Department of Military Science continues to develop leaders at A-State.

These leaders, educators, and community-minded alumni continue to shape Northeast Arkansas and the surrounding Delta region. The values and commitment to making Arkansas better is echoed through the experiences of many students both past and present.

“It all started at Arkansas State University, fifty miles away from where I went to high school which led to law school, private law practice, two decades in the Arkansas State Senate, four years as Attorney General and eight years as Governor of Arkansas. There is nothing that I can say that adequately describes my affection and loyalty toward the place.”

- Mike Beebe, former governor of Arkansas

The Northeast Arkansas region is currently experiencing a period of economic growth. Nearby metropolitan areas, the macro-level growth of the population of the American South, and the growth of industries such as manufacturing have positioned the region for success. These economic patterns have caused median incomes in the area to increase, providing family-sustaining jobs that can grow and sustain communities both urban and rural.⁶ This regional growth is fueled by A-State by providing a steady stream of workforce-ready graduates, directly employing faculty and staff on campus, and filling internships and part-time student employment in Jonesboro-area businesses.

This regional growth that A-State helps to spur is felt throughout the Natural State. As A-State continues to train the next generation of workforce leaders, combined with the economic growth that the region continues to experience, the region will continue to be a crucial cog in the economic engine of Arkansas.



A portrait of Dr. Ruth Hawkins, an older woman with short, wavy, light-colored hair, smiling slightly. She is wearing a dark, patterned jacket over a light-colored top. The background is a soft-focus outdoor scene with a wooden fence and a building.

DR. RUTH HAWKINS, FORMER VICE PRESIDENT OF INSTITUTIONAL ADVANCEMENT AND EXECUTIVE DIRECTOR OF A-STATE HERITAGE SITES

It's impossible to step onto A-State's campus and the surrounding region without being a part of history — but it didn't happen by coincidence. Since the university's founding, faculty and staff have poured their heart into making A-State not only home away from home for students and alumni, but also tourists. Often working closely with the five other neighboring states that make up the Mississippi River Delta — Mississippi, Kentucky, Louisiana, Missouri, and Illinois — Arkansas State officials worked to address vital issues across the region, but wanted to do more. In the early '90s, Dr. Ruth A. Hawkins attended a conference that was discussing National Scenic Byways that had been designated by the Federal Highway Administration. From there, Arkansas State's timeless legacy took off.

“We designated a route along what's known as Crowley's Ridge State Park... and then we designated a route through Arkansas that was part of a 10-state route from Lake Itasca down to the Gulf of Mexico. We designated that as the Great River Road National Scenic Byway.

So, we had these two routes, and then we began working with communities to develop projects along the route that would bring visitors in and serve as an economic catalyst in the region.”

After successfully getting the National Scenic Byway designations, A-State officials moved onto heritage sites with Ernest Hemingway's property being number one on the list. After officially buying the property in the late 1990s, Arkansas State transformed the site into the Hemingway-Pfeiffer Museum and Educational Center — officially became the university's first heritage site. The site opened in 1999, and within that first year, the town of Piggot added 18 new tourism related businesses — far exceeding expectations and attracting tourists far and wide.

With the help of the art department and the business school, the heritage sites became the learning spaces for A-State courses and K-12 school field trips. This not only created one-of-a-kind educational experiences but impacted local economies.

A-State went on to add additional heritage sites, including the Southern Tenant Farmers Museum in 2006 and the Lakeport Plantation in 2007, which both tell the impressive and resilient story of agricultural evolution of the region.

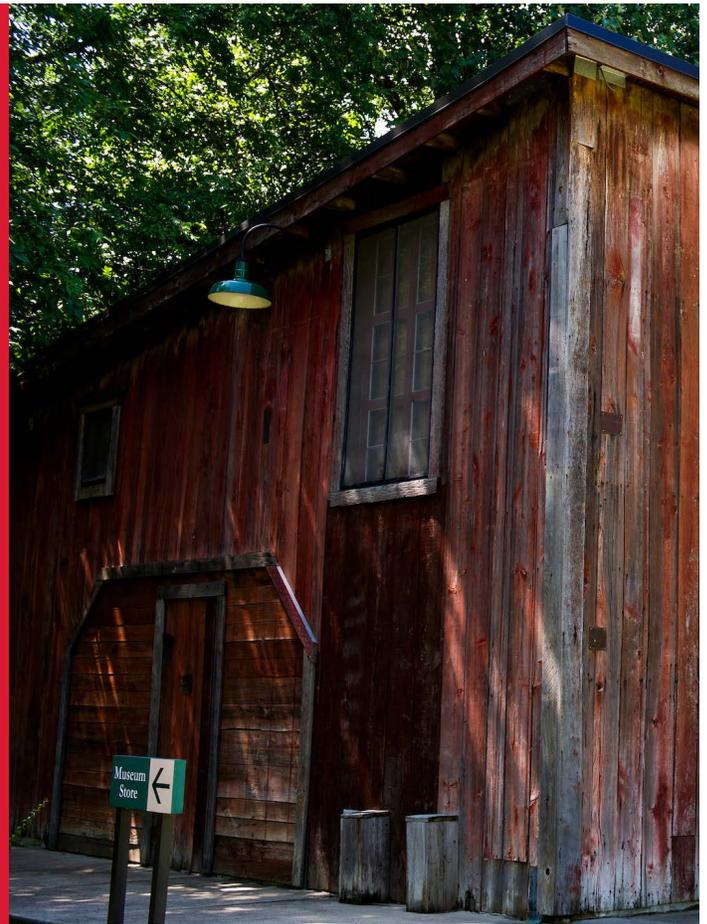
A-State worked to set the bar high for the tourism industry throughout the region and overall state. Garnering attention for their impactful work, communities across the state started reaching out to ask the university for help with similar projects along the route, so officials went back

to work. Next up, was acquiring the legendary Johnny Cash's childhood home. By the early 2000's, Cash's childhood home was in severe disrepair. Citizens and government officials alike viewed this as unacceptable given the amount of cultural impact that Johnny Cash had on Arkansas, the country, and the trajectory of popular music. In 2011, A-State started restoring the home and by 2018 the home was officially added to the National Register of Historic Places.⁷ This Arkansas State Heritage Site allows visitors and residents alike to explore the history and culture of Northeast Arkansas and its influence on Johnny Cash. This effort, combined with the recent unveiling of a Johnny Cash statue in Statuary Hall within the U.S. Capitol, memorializes the star's importance. As the first musician in Statuary Hall, the impact that Cash had on Arkansas goes beyond his excellent artistic talent; Johnny Cash represented the authenticity, multiplicity, and exploration that runs through every Arkansas community.⁸

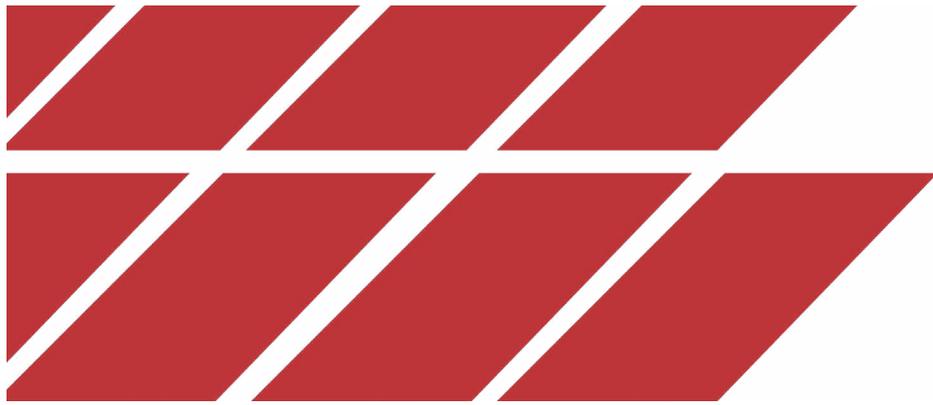
Since A-State's founding, officials have worked to not only attract students by creating the best place to learn and grow, but has also focused their time and energy on driving community and economic development throughout the overall region and state. Today, through A-State's efforts, the university continues to preserve the historic past, while also celebrating the present and working to define the future.

“Because these heritage sites are located in very small rural communities, they would not have been able to have these activities without Arkansas State University... You've got to have somebody that can step in and lead these activities, and Arkansas State University has done that. So, from an economic catalyst standpoint, we've succeeded. And from the standpoint of serving as educational laboratories, it's been ways that I could never have dreamed when we started.”

- Dr. Ruth Hawkins



In addition to the cultural impact that A-State helps generate and sustain through the rehabilitation and maintenance of historic sites, these properties also serve as tourist attractions that generate economic activity. In a 2020 report commissioned by the Arkansas Historic Preservation Program, researchers discovered that not only did historic sites throughout the state of Arkansas generate economic impact, but the investment made through state dollars had an excellent return. In one of the successful programs administered by the Arkansas Historic Preservation Program—the Arkansas Historic Rehabilitation Income Tax Credit—generates an additional \$708,700 of economic activity in Arkansas for every \$1 million invested in a historic rehabilitation project.⁹ The historic sites created and maintained by A-State are an excellent cultural and monetary investment for Arkansas.



A-STATE DRIVES ECONOMIC IMPACT

A-State contributes to the local and statewide economies through its expenditures on operations, capital projects, wages, the spending of students off campus and the spending of visitors to A-State. The direct, day-to-day expenditures of A-State, combined with student and visitor spending, cause a powerful ripple effect throughout the statewide economy.

The economic impact of A-State in FY23 totaled \$479.7 million. This represents a point-in-time snapshot depicting how the expenditures of Arkansas State and its faculty, staff, students and visitors make an impact.

Operations: A-State operations and capital spending contributed a total of \$280.4 million as a result of operational spending. The University’s operations generated \$144.1 million direct economic impact, \$47.8 million indirect economic impact and \$88.5 million induced economic impact.

Student spending: A-State students contributed a total of \$173.9 million as a result of their spending. They generated \$117.6 million direct economic impact, \$26.5 million indirect economic impact and \$29.8 million induced economic impact.

Visitor spending: A-State visitor spending contributed a total of \$25.3 million. Visitors to campus generated \$15 million direct economic impact, \$5.9 million indirect economic impact and \$4.4 million induced economic impact.

A-STATE ECONOMIC IMPACT (FY23)

TYPE OF IMPACT	OPERATIONAL IMPACT	STUDENT IMPACT	VISITOR IMPACT	COMBINED IMPACT
DIRECT	\$144,125,614	\$117,629,107	\$15,050,209	\$276,804,930
INDIRECT	\$47,783,383	\$26,530,545	\$5,861,496	\$80,175,424
INDUCED	\$88,479,235	\$29,794,675	\$4,457,257	\$122,731,167
TOTAL	\$280,388,232	\$173,954,327	\$25,368,962	\$479,711,521

Source: Parker Strategy Group using IMPLAN with data provided by A-State.

A-STATE CREATES JOBS

A-State fulfills one of the most important roles a university can play in a community: preparing its graduates for family-sustaining careers that keeps the economy growing. Not only do students that live on, or near campus, fill jobs in the local community that ensure local businesses have the workforce they need, but graduates of A-State fill in-demand jobs throughout the state of Arkansas and greater Mid-South region. Over the previous 10 years, just over 60% of the 45,257 degrees and certificates that A-State has conferred are in the education, healthcare, and business management fields (Education = 37.5%; Healthcare-related = 15.2%; Business-related = 7.5%). The demand for qualified educators is a nationwide problem. However, according to a recent report by the Arkansas Department of Education, six regions within the state qualified as geographic shortage areas as of the 2023-2024 school year.^{10*} Healthcare in Arkansas, like many Southern states and regions, is in high demand particularly in rural areas. While healthcare-related training has always been a priority, A-State’s partnership with NYITCOM has drastically increased the number of degrees and certificates obtained by students. According to the Bureau of Labor Statistics, 11 out of the 20 (55%) fastest growing occupations in 2024 are healthcare-related careers and jobs. Adding business management-related jobs and careers, that brings another 3 of the 20 (15%) fastest growing pathways.¹¹

The majority of A-State graduates and certificate-holders are helping to fill these needs in the labor force and obtaining family-sustaining salaries.

In addition to the jobs that students and alumni fill throughout the local and regional economies, spending by A-State’s operations and capital projects along with the impact of student and visitor spending generate economic activity to support and sustains a combined total of 4,752 full-time and part-time jobs throughout the state. Arkansas State provides family-sustaining jobs to residents throughout Arkansas.

Operations: A-State operations and capital expenditures supported and sustained a total of 2,839 jobs — 2,090 direct jobs, 232 indirect jobs and 517 induced jobs.

Student spending: A-State students’ spending supported and sustained a total of 1,692 jobs as a result of their spending — 1,385 direct jobs, 132 indirect jobs and 175 induced jobs.

Visitor spending: Visitors to A-State supported and sustained a total of 221 jobs as a result of their spending — 165 direct jobs, 30 indirect jobs and 26 induced jobs.

A-STATE EMPLOYMENT IMPACT IN FY23 (JOBS)

TYPE OF IMPACT	OPERATIONAL IMPACT	STUDENT IMPACT	VISITOR IMPACT	COMBINED IMPACT
DIRECT	2,090	1,385	165	3,640
INDIRECT	232	132	30	394
INDUCED	517	175	26	718
TOTAL	2,839	1,692	221	4,752

Source: Parker Strategy Group using IMPLAN with data provided by A-State.



AN EXCELLENT RETURN ON INVESTMENT

Higher education has entered a different national narrative in the 2020s. Politicians, researchers, along with current and prospective students alike have brought up issues around affordability, student loan burdens, and even the efficacy of a college degree. While universities like A-State continue to produce excellent outcomes for its students at an affordable price, state governments across the nation are reevaluating potential future state investment in their institutions of higher education.

FOR EVERY \$1 INVESTED BY THE STATE OF ARKANSAS, \$7.10 IS RETURNED TO THE STATE AS A RESULT OF A-STATE'S COMBINED ECONOMIC IMPACT.

FOR EVERY \$1 INVESTED BY THE STATE OF ARKANSAS, \$2.52 IS RETURNED TO THE STATE THROUGH TAXES GENERATED BY OPERATIONS, STUDENT, AND VISITOR SPENDING.

One of the overlooked aspects on how colleges and universities produce return on that state-level investment is the amount of state and local taxes that are paid by those institutions. A-State's return on investment is felt throughout the state of Arkansas.¹² Both locally and statewide, the economic activity generated by A-State produces robust tax revenue.

¹²State appropriation for FY23 totaled \$67,853,764

A-STATE GENERATES LOCAL AND STATE TAX REVENUES

A-State, its employees, its suppliers and its related constituencies contribute significantly to the local and statewide tax base. In FY23, Arkansas State contributed an estimated \$26.9 million (\$15.9 million direct, \$3.2 million indirect and \$7.8 million induced) through local spending (operational, capital, students and visitors) as well as direct and indirect support of jobs.

At the state and local levels, A-State contributes to the tax bases through its purchasing and through the economic activity of its employees. Specific taxes include employee and employer contributions to state and local social insurance funds, sales taxes, personal property taxes, taxes paid on motor vehicle licenses and payments of fines and fees.

Subcounty, general: A-State generated a total of \$2.3 million in subcounty general taxes (city taxes) — \$1.3 million direct, \$289,567 indirect and \$762,478 induced.

Subcounty, special districts: A-State generated a total of \$1.3 million in subcounty special districts taxes (fire, EMS and school districts) — \$749,169 direct, \$165,780 indirect and \$434,623 induced.

County: A-State generated a total of \$1.9 million in county tax revenue — \$1 million direct, \$231,288 indirect and \$608,336 induced.

State: A-State generated a total of \$21.3 million in state tax revenue — \$12.8 million direct, \$2.5 million indirect and \$6 million induced.

A-STATE TOTAL LOCAL AND STATE TAX IMPACT (FY23)

IMPACT	SUBCOUNTY, GENERAL	SUBCOUNTY, SPECIAL DISTRICTS	COUNTY	STATE	TOTAL
DIRECT	\$1,294,875	\$749,169	\$1,037,013	\$12,794,374	\$15,875,431
INDIRECT	\$289,567	\$165,780	\$231,288	\$2,504,266	\$3,190,901
INDUCED	\$762,478	\$434,623	\$608,336	\$6,013,246	\$7,818,683
TOTAL	\$2,346,920	\$1,349,572	\$1,876,637	\$21,311,886	\$26,885,015

Source: Parker Strategy Group using IMPLAN with data provided by A-State.



A-STATE IMPACTS THE CITY OF JONESBORO

Beyond the high proportion of a city population, the number of students that A-State brings to the area fills local jobs and drives additional impact through local spending, volunteerism, and philanthropic efforts. Improvements to the physical campus, such as improved bike paths and sidewalk construction, encourages the city of Jonesboro to become a more commutable city. The new connective bike trail will connect A-State to downtown Jonesboro more directly, improving upon the physical separation via railroad lines that currently make the distance between the two greater than most would prefer.¹³ Jonesboro demonstrates the ever-growing relationship between the city and the university through traditions that inspire alumni and prospective students alike. For over 25 years, each fall semester features the Jonesboro Regional Chamber of Commerce's annual Paint the Town Red Week. The week features hundreds of A-State logos and imagery painted on windows, signs, and buildings all around the city. The week also brings the A-State Block party in downtown Jonesboro, which features live music, local shops offering walkable downtown retail sales and opportunities, restaurant specials, family-friendly entertainment, opportunities to interact with Red Wolves athletics programs, and a spirit pep rally headlined by A-State's marching band.¹⁴

Paint the Town Red Week is not only a Jonesboro tradition, but the fanfare and community support for A-State has inspired student athletes to commit to the university because of the palpable excitement the city has for the university. "I was told that A-State has a very dedicated fanbase and when you're driving around town and you see stores painting their windows and signs everywhere, you can see that the community really cares about us and that made the decision to come easy for me," remembered Jacob Bayer, a football player who transferred from another university.

"The infrastructure that's around that campus now and the growth of Jonesboro is a result of Arkansas State."

—Jim Callaway, Arkansas State class of '68, former Senior Executive Vice President for Executive Operations reporting to the chairman of AT&T.

Plans to expand the relationship between the city and university are already underway. For example, Jonesboro City Council approved the creation of an entertainment district in downtown Jonesboro in 2024. The general theory is to create more opportunities for downtown businesses and A-State students to interact and continue the economic growth of Jonesboro. Performances and events like those during Paint the Town Red Week would also increase, bringing an additional cultural impact alongside the economic activity of such events.¹⁵

The future-oriented moves to grow the relationship between A-State and Jonesboro should not overshadow the current economic impact that the University has on the city of Jonesboro. A-State's annual economic impact on the city of Jonesboro is \$343.4 million and supports and sustains 3,690 local jobs. The tax revenue generated by this impact is \$19.4 million in state and local taxes.

"A-State and Jonesboro, it's a symbiotic relationship."

—Cori Keller, Physician Liaison, Baptist Health, B.S. (2020) and MSMC (2022) from Arkansas State University, Miss Arkansas 2023

A-STATE LOCAL AND STATE TAXES IMPACT, CITY OF JONESBORO (FY23)

IMPACT	SUBCOUNTY, GENERAL	SUBCOUNTY, SPECIAL DISTRICTS	COUNTY	STATE	TOTAL
DIRECT	\$836,152	\$781,548	\$797,892	\$10,759,080	\$13,174,672
INDIRECT	\$150,820	\$139,701	\$143,613	\$1,724,133	\$2,158,267
INDUCED	\$307,124	\$283,667	\$292,251	\$3,282,084	\$4,165,126
TOTAL	\$1,294,096	\$1,204,916	\$1,233,756	\$15,765,297	\$19,498,065

Source: Parker Strategy Group using IMPLAN with data provided by A-State.

A-STATE COMBINED IMPACT ON THE CITY OF JONESBORO (FY23)

IMPACT	EMPLOYMENT (JOBS)	LABOR INCOME	VALUE ADDED	OUTPUT
DIRECT	2,988	\$122,342,394	\$191,899,918	\$225,306,689
INDIRECT	288	\$12,213,048	\$23,339,401	\$53,078,594
INDUCED	414	\$19,573,590	\$36,387,504	\$65,054,870
TOTAL	3,690	\$154,129,033	\$251,626,823	\$343,440,153

Source: Parker Strategy Group using IMPLAN with data provided by A-State.





NYITCOM-ARKANSAS AND FILLING NEEDS IN THE HEALTHCARE WORKFORCE

Healthcare is not only a growing industry in Northeast Arkansas and the Mississippi Delta region, but a community need to help people thrive and live their best lives. With over 40% of Arkansas’s population living in a rural area, healthcare deserts have been a consistent problem for Arkansans. 24 out of 75 counties in Arkansas—nearly a third—currently do not have a hospital within county boundaries. Furthermore, a quarter of all counties in Arkansas do not have access to quality primary care facilities, and close to 30 counties do not have access to quality pharmacies.¹⁶

A-State, ever with an eye to service to their community, decided to act. In 2013, A-State developed an agreement with New York Institute of Technology College of Osteopathic Medicine (NYITCOM) to develop a Doctor of Osteopathic (DO) degree program right on campus—the first in the state of Arkansas. In 2015, A-State and NYITCOM received the final approval to start accepting students and graduated its first cohort in 2020.¹⁷ The beginning of the 2020s also marked the grand opening of the NYITCOM Medical Clinic located on Arkansas State’s campus, providing medical care to students and community members alike.¹⁸

- \$44.6 MILLION ECONOMIC IMPACT**
- 263 JOBS SUPPORTED AND SUSTAINED**
- \$2.2 MILLION LOCAL AND STATE TAXES**
- 120 CURRENT D.O. STUDENTS**
- 60 ALUMNI CURRENTLY TRAINING IN ARKANSAS RESIDENCY PROGRAMS**
- 400 TOTAL RESIDENTS ACROSS THE U.S.**
- 20 MASTER’S STUDENTS**
- ~ 50 EMS STUDENTS**

Multiple classes of healthcare professionals have now been trained through this partnership between A-State and NYITCOM, and the results have been a boon to local healthcare access and quality. The program has nearly 120 medical students per class, and 100% postgraduate placement rate—with 60% of those placements matched in Arkansas or a targeted delta state.¹⁹ These local-first placements comprise a variety of specialties, helping fill multiple gaps in the delta region healthcare sector:

- 28% placement into family medicine
- 27% placement into internal medicine
- 9% placement into pediatrics
- 11% placement into emergency medicine
- 7% placement into psychiatry
- 18% placement into other categories (OB/GYN, general surgery, radiology, neurology, etc.)

These placements, much like the national average for medical schools, result in these healthcare professionals staying in Arkansas. 80% of postgraduates who performed residency in Arkansas signed to stay and practice in Arkansas. 67% of students matched were placed into programs that did not exist when the D.O. program began.²⁰

As the 21st century progresses, the students who matriculate through the College of Osteopathic Medicine at A-State will continue to make progress on improving healthcare outcomes for all Arkansans and the Mississippi Delta region.

In addition to the D.O. program, NYITCOM-Arkansas also provides master's degrees in biomedical sciences and public health along with an EMS program. These degree options work in conjunction with the D.O. program to fill critical healthcare roles in Northeast Arkansas and beyond.



NYITCOM-ARKANSAS ECONOMIC IMPACT

The economic impact of NYITCOM-Arkansas in FY23 totaled \$44.6 million. This represents a point-in-time snapshot depicting how the expenditures of NYITCOM-Arkansas and its faculty, staff, students and visitors make an impact.

Operations: NYITCOM-Arkansas operations and capital spending contributed a total of \$36.1 million as a result of operational spending. NYITCOM-Arkansas operations generated \$19.4 million direct economic impact, \$6.4 million indirect economic impact and \$10.2 million induced economic impact.

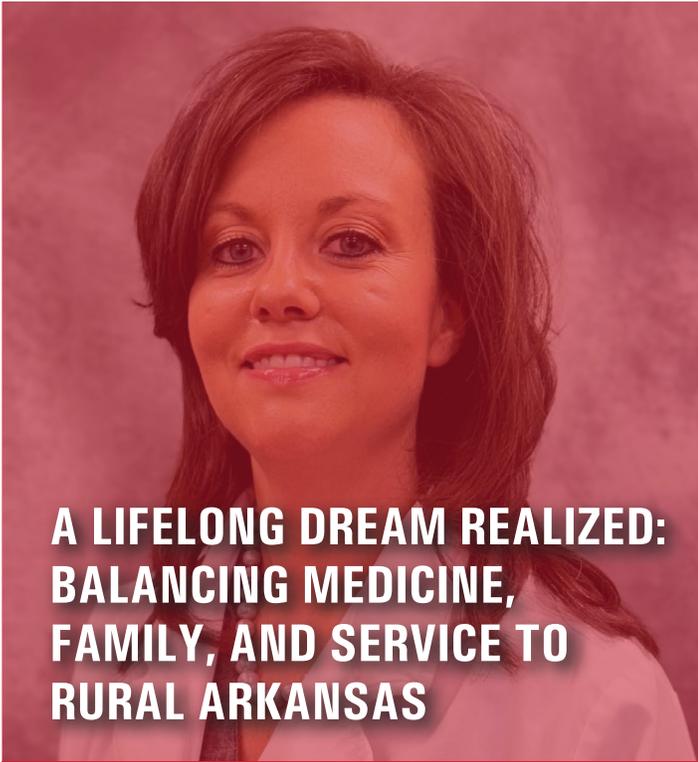
Student spending: NYITCOM-Arkansas students contributed a total of \$7.6 million as a result of their spending. They generated \$5.2 million direct economic impact, \$1.1 million indirect economic impact and \$1.3 million induced economic impact.

Visitor spending: NYITCOM-Arkansas visitor spending contributed a total of \$981,902. Visitors to NYITCOM-Arkansas generated \$582,516 direct economic impact, \$226,868 indirect economic impact and \$172,518 million induced economic impact.

NYITCOM-ARKANSAS COMBINED ECONOMIC IMPACT (FY23)

TYPE OF IMPACT	OPERATIONS	STUDENT SPENDING	VISITOR SPENDING	TOTAL
DIRECT	\$19,400,868	\$5,178,974	\$582,516	\$25,162,358
INDIRECT	\$6,432,161	\$1,127,783	\$226,868	\$7,786,812
INDUCED	\$10,240,598	\$1,258,000	\$172,518	\$11,671,116
TOTAL	\$36,073,627	\$7,564,757	\$981,902	\$44,620,286

Source: Parker Strategy Group using IMPLAN with data provided by A-State.



A LIFELONG DREAM REALIZED: BALANCING MEDICINE, FAMILY, AND SERVICE TO RURAL ARKANSAS

For Dr. Brooke Miller, one determined graduate of NYITCOM-Arkansas, the path to becoming a physician was not without its twists. Having completed undergraduate studies six years earlier, married, and with a baby on the way, the timing of medical school acceptance could have felt overwhelming. But NYITCOM's opening in Jonesboro was more than just fortuitous—it was a turning point. “NYITCOM was closer to home and family for me than any other medical school in the state. Attending medical school right here in Arkansas was an unexpected blessing,” she shared. As part of the school's very first class, she found herself not just learning medicine but participating in the growth of a new institution, where students and faculty were figuring out the journey together. It was a time of excitement, shared challenges, and mutual growth.

But the desire to study medicine wasn't just about personal ambition—it was a calling rooted in deep ties to rural Arkansas. Growing up in a single-parent home with the odds stacked against success, Dr. Miller was determined to return and serve the people who shaped their life.

“I always knew I wanted to practice in rural Arkansas, where people need care the most. In a way, it feels like I'm giving back to the community that raised me.”

Now a practicing physician with 1st Choice Healthcare, a Federally Qualified Health Center, the doctor splits time between clinics in Ash Flat and Salem, and will soon work full-time in the Highland clinic once its remodel is completed. Serving patients from birth to old age, this role represents more than just a career—it is a reflection of the compassion, resilience, and determination that have defined Dr. Miller's journey.

Dr. Miller's story is also one of family and perseverance. Both children were born during medical school—one during finals week of the first semester. Support from family, particularly her mother who moved in to help care for the newborn, and her husband who kept their cattle ranch going allowed her to parent and to continue excelling in school. After the first two years of medical education, “I moved back home, and I was able to complete my last two years of clinical rotations close to family.” She matched with UAMS North Central in Batesville, keeping her entire training in Arkansas, just as they had always hoped.

Reflecting on her journey, Dr. Miller recalls how, years earlier, a former female advisor had tried to steer her away from pursuing medicine as a career path. The advisor, a former medical student turned biology professor, cautioned that balancing motherhood with being a physician would be too difficult. But that advice couldn't deter the one aspiration that had never wavered—to become both a doctor, a mother, and a wife. Through grit, sacrifice, and unwavering focus, that dream was realized, with the added fulfillment of serving the very community that shaped them.

This story of resilience and dedication is a testament to the power of pursuing one's true calling, no matter the obstacles.





GRIT, DETERMINATION, AND FINDING A HOME AT NYITCOM-ARKANSAS

Dr. Tim Baty's journey to becoming a physician is one defined by perseverance and family roots. Growing up in a town of just 400 people, Tim was the first in his blue-collar family to attend college. His father, a car painter, instilled a strong work ethic in him, and Tim spent high school working at Mazzi's Italian Eatery to pay off his first car. It was there, in the midst of pizza orders and kitchen shifts, that a chance conversation with a colleague set him on the path to medicine. Encouraged to shadow Dr. Kathy, a local family medicine doctor, Tim discovered his passion for healthcare. He spent the summer learning, even helping the doctor transition to electronic medical records by becoming his scribe.

Despite initial setbacks—being denied from medical school twice—Tim's determination never wavered.

“My parents asked me, ‘Is this what you want? Is this what you love doing?’ I told them, ‘Yes.’ They encouraged me to keep going and not to take no for an answer—and that’s exactly what I did. With their support, and the backing of Dr. Kathy, who told me I had everything needed to become a great doctor, I stayed determined. Dr. Kathy, along with Dr. Burks, Dr. Hayes, Dr. Beaton, and Dr. Bradshaw, all believed in me. They kept pushing me forward, reminding me not to take no for an answer.”



When NYITCOM in Jonesboro, Arkansas, took a chance on him, he seized the opportunity, excelling academically while facing personal challenges, including his father's battle with stage four colon cancer. Even after his father's passing during his first year of medical school, Tim continued forward, supported by a close-knit faculty and mentors who believed in his potential. "The faculty and staff were really one-on-one with us, like a family, especially since we were the first class. For at least the first year, it was just us and the faculty, so we got really close. Everyone knew each other's name. In some medical schools, you have huge classes and so many faculty members, but we were this small, tight-knit group. I think there were about 120 of us. I could walk into any faculty office and have a conversation if I had concerns. We'd even go out for dinner or other functions together—it was really special. My favorite part was walking down the hallway and hearing, 'Hey, Tim, how are you?' It felt personal."

After graduating during the turbulence of the COVID-19 pandemic, Tim chose to return to rural Arkansas, completing his residency in Batesville and later taking over a retiring doctor's patient base in Winona. Balancing his demanding practice and responsibilities, such as overseeing Geneva Hospice, with personal life has been key for Tim. With the support of his wife, family, and mentors, Tim has made a fulfilling life, building not just a practice but a home. His story is a testament to resilience, guided by the lessons of his upbringing and the encouragement of those who believed in him.



NYITCOM-ARKANSAS EMPLOYMENT IMPACT

NYITCOM-Arkansas’s operations and capital projects along with the impact of student and visitor spending generate economic activity to support and sustains a combined total of 263 full-time and part-time jobs throughout the state.

NYITCOM-ARKANSAS COMBINED EMPLOYMENT IMPACT (FY23) (JOBS)

IMPACT	OPERATIONS	STUDENT SPENDING	VISITOR SPENDING	TOTAL
DIRECT	93	\$5,178,974	58	157
INDIRECT	31	\$1,127,783	6	38
INDUCED	60	\$1,258,000	7	68
TOTAL	184	\$7,564,757	71	263

Source: Parker Strategy Group using IMPLAN with data provided by A-State.

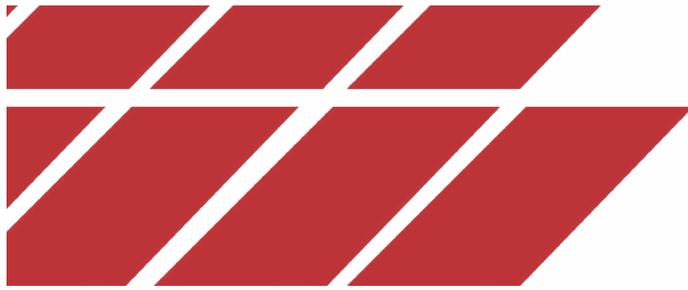
NYITCOM-ARKANSAS LOCAL AND STATE TAX IMPACT

NYITCOM-Arkansas, its employees, its suppliers and its related constituencies contribute significantly to the local and statewide tax base. In FY23, NYITCOM-Arkansas contributed an estimated \$2.2 million (\$1.1 million direct, \$296,613 indirect and \$743,571 induced) through local spending (operational, capital, students and visitors) as well as direct and indirect support of jobs.

NYITCOM-ARKANSAS LOCAL AND STATE TAXES IMPACT (FY23)

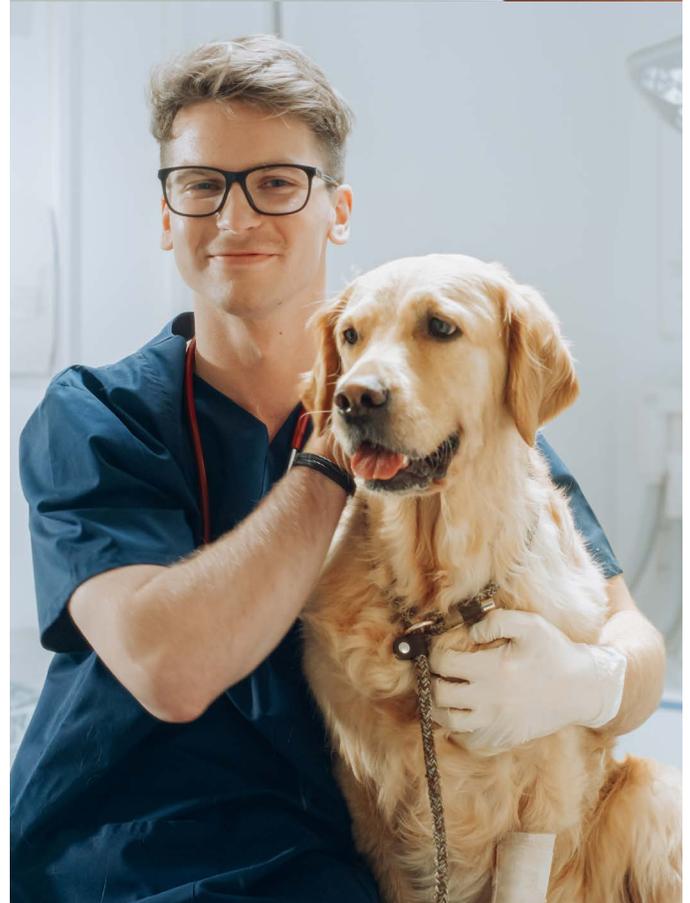
IMPACT	SUBCOUNTY, GENERAL	SUBCOUNTY, SPECIAL DISTRICTS	COUNTY	STATE	TOTAL
DIRECT	\$83,190	\$48,693	\$66,823	\$937,700	\$1,136,406
INDIRECT	\$26,755	\$15,317	\$21,369	\$233,172	\$296,613
INDUCED	\$72,515	\$41,334	\$57,855	\$571,867	\$743,571
TOTAL	\$182,460	\$105,344	\$146,047	\$1,742,739	\$2,176,590

Source: Parker Strategy Group using IMPLAN with data provided by A-State.



INTENTION INTO IMPACT: SHAPING THE FUTURE OF ANIMAL CARE IN ARKANSAS

A-State went into partnership with NYITCOM because of the institution's intention to fill the critical gaps in the healthcare industry experienced throughout the region. NYITCOM-Arkansas has shepherded multiple cohorts of future healthcare professionals through their training. Communities that desperately need additional healthcare experts are getting the help they need. A similar intention propels the highly-anticipated College of Veterinary Medicine. With agriculture a mainstay of the Arkansas economy and a national veterinary shortage, A-State identified another need and is preparing to help. According to a recent report, the U.S. will need an additional 55,000 veterinarians by 2030 to meet the growing demand caused by increased pet ownership.²¹ This need is acutely felt in rural areas, which may have scarce veterinary services to begin with. Turning intention into impact has an excellent track record at A-State, and NYITCOM lays the groundwork for additional impact to come.



“When we look across the veterinary workforce, we need veterinarians everywhere that can do everything. With our program structure, students will spend their clinical year working in animal hospitals and clinics in communities primarily in Arkansas and Southern Missouri...so they’re prepared to fill those needs.”

-Dr. Heidi Banse, Dean for College of Veterinary Medicine.



NOT JUST MOVE-IN DAY: ECONOMIC IMPACT OF STUDENT AND VISITOR SPENDING

The feeling of home that Arkansas State creates on campus for its students extends to visitors, to campus, and the city of Jonesboro. A-State is an anchor institution, and a tourist draw. Students as well as visitors to A-State make an impact on- and off-campus contributing to the vibrancy of the city and county.

A-State student spending drives considerable impact across the city and state – it is the essence of having a college town. Paying for rent, groceries, utilities, and other necessities combined with spending with local businesses, driving home or to nearby metropolitan areas, and attending local performances and activities drive economic and tax impact in Jonesboro, Northeast

Arkansas, and throughout the state. The annual total economic impact of student spending is \$174 million in the state and local economy and supports and sustains 1,692 jobs.

From athletic events to performances at the Fowler Center and everything in between, visitors and students alike drive economic activity through their spending. Events like alumni weekend, academic conferences, parents weekend, festivals, and the like further drive visitor spending impact in the community. The annual total economic impact of visitor spending is nearly \$25.4 million in the state and local economy and supports and sustains nearly 221 jobs.



A-STATE STUDENT SPENDING IMPACT (FY23)

IMPACT	EMPLOYMENT (JOBS)	LABOR INCOME	VALUE ADDED	OUTPUT
DIRECT	1,385	\$34,276,819	\$88,420,498	\$117,629,107
INDIRECT	132	\$7,360,130	\$12,497,518	\$26,530,545
INDUCED	175	\$8,407,257	\$16,497,842	\$29,794,675
TOTAL	1,692	\$50,044,206	\$117,415,858	\$173,954,327

Source: Parker Strategy Group using IMPLAN with data provided by A-State.

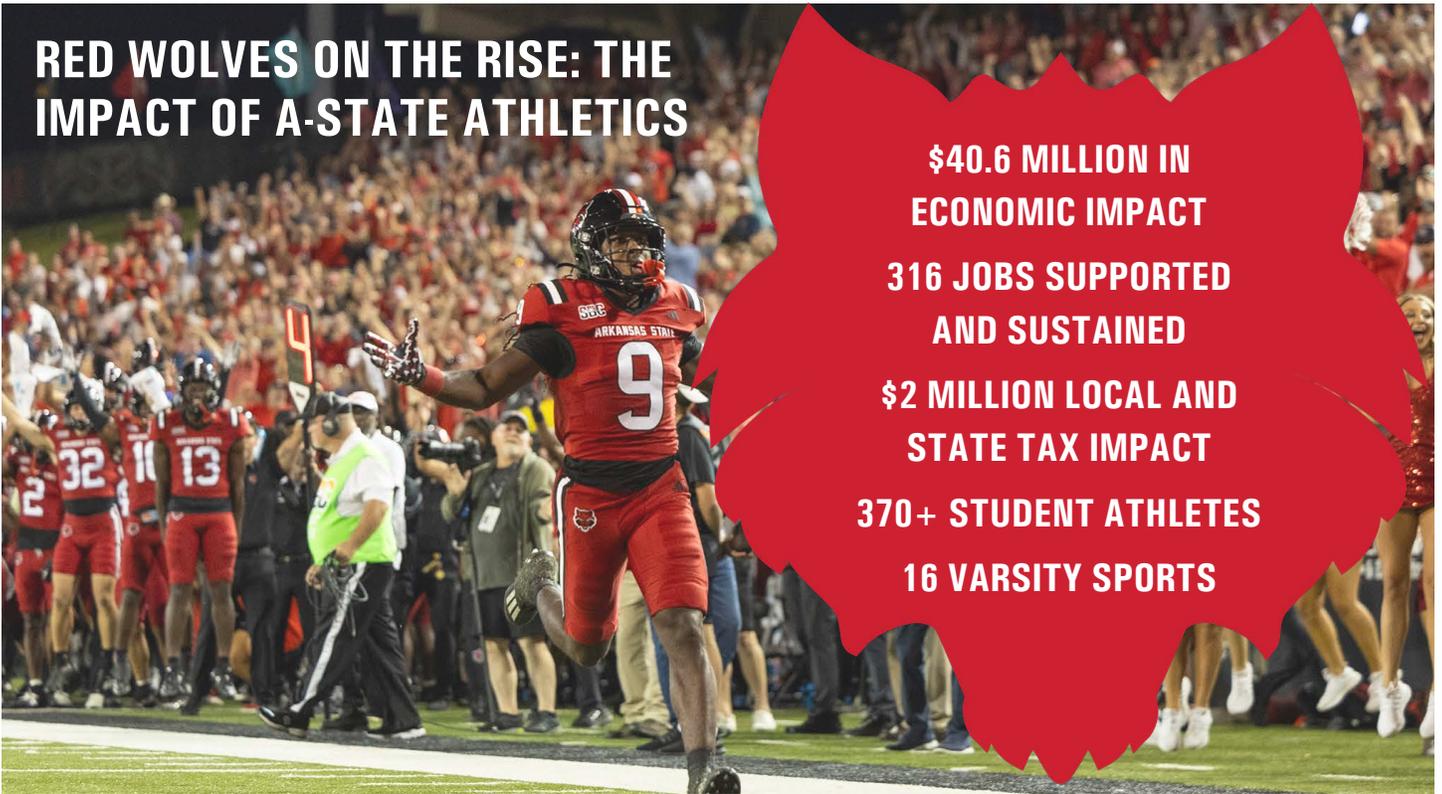


A-STATE VISITOR SPENDING IMPACT (FY23)

IMPACT	EMPLOYMENT (JOBS)	LABOR INCOME	VALUE ADDED	OUTPUT
DIRECT	165	\$4,573,721	\$8,302,121	\$15,050,209
INDIRECT	30	\$1,670,333	\$2,808,786	\$5,861,496
INDUCED	26	\$1,257,749	\$2,467,389	\$4,457,257
TOTAL	221	\$7,501,803	\$13,578,296	\$25,368,962

Source: Parker Strategy Group using IMPLAN with data provided by A-State.

RED WOLVES ON THE RISE: THE IMPACT OF A-STATE ATHLETICS



**\$40.6 MILLION IN
ECONOMIC IMPACT**

**316 JOBS SUPPORTED
AND SUSTAINED**

**\$2 MILLION LOCAL AND
STATE TAX IMPACT**

370+ STUDENT ATHLETES

16 VARSITY SPORTS

A late summer heat in Northeast Arkansas can hold many meanings to the people in and around Jonesboro, but one meaning is certain: that heat means the start of Red Wolves football season. The faithful fans in Jonesboro gather at Dustin White Realty Tailgate City at Mike Watson Park, where they enjoy designated spaces to tailgate with custom signage; the Hijinx Kid's Zone featuring carnival games, face painting, autograph signings, and more family-friendly fun; and the traditional Red Wolf Walk where fans and their families can see the football team enter the stadium.²² Centennial Bank Stadium, home to Allison Field, features two-level 66,500-square foot football facility, and seats over 30,000 including 92 loge boxes, 20 suites, and a club area with 344 club seats.²³ Fountains erupt after every Red Wolves touchdown, and the city of Jonesboro celebrates every victory together.

Football is typically one of the most popular collegiate sport, but it is by no means the only sport on the rise at A-State. Among the sixteen varsity sports, the Red Wolves are building past successes into future opportunities. As a member of the Sun Belt Conference, A-State continues to

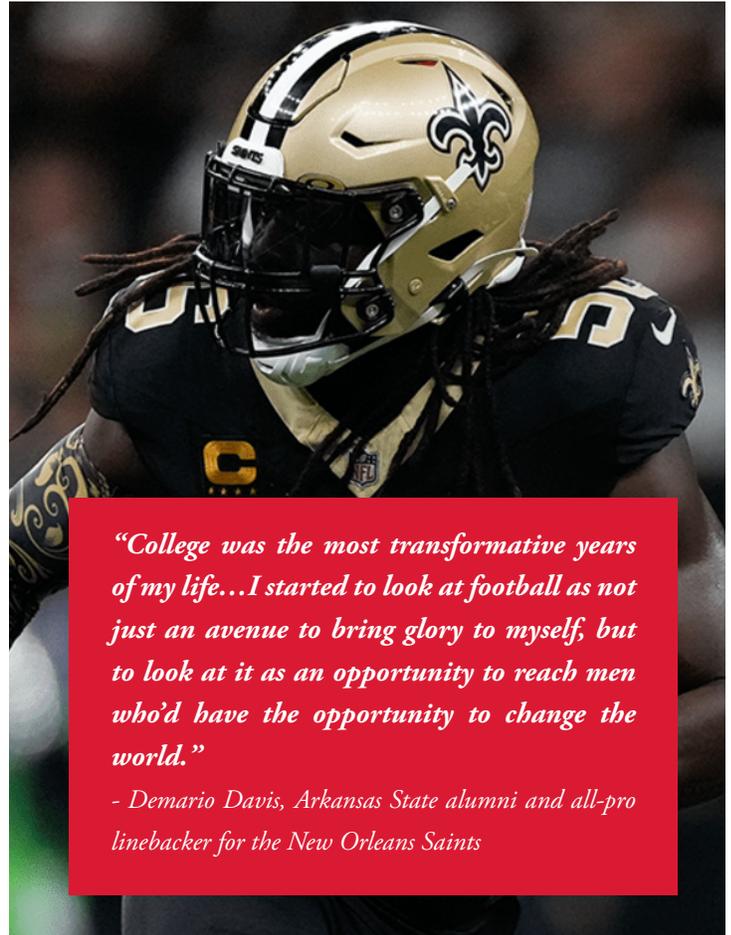
anchor the stability of the conference as collegiate athletics proceeds through a period of transition and conference realignment. In the 2024-25 academic year, A-State will celebrate 50 years of women's sports on campus marking an important milestone in gender equity.²⁴ The women's bowling team has four national runner-up finishes, with a future championship well within their grasp in the future.²⁵

The A-State men's basketball team made a valiant run in the Sun Belt Conference tournament in the 2023-24 season, ultimately losing in the championship game. That momentum carried the Red Wolves basketball team to a semifinal finish in the RO College Basketball Invitational (CBI).²⁶ The success on the field and courts pales in comparison to the social and economic impact that athletes and athletics programs have in the Jonesboro community and beyond.

Excellence in A-State athletics extends beyond athletic competitions. Many student-athletes report feeling supported by faculty, staff, and the community on multiple fronts.

This support is not just because the students are representing the Red Wolves on the field or court, but it comes from their perspective playing surfaces. “One professor always asks how I’m doing and how my family is doing, and he always keeps up on whether we win or lose. What surprises me the most is he actually keeps up on my stats from the game! The best part is that he cares about us as whole people,” recalls Sarah Martinez from the women’s volleyball team. Whether lifelong A-State fans that come straight from high school or transfer from another college or university, student-athletes grow academically, athletically, and become future leaders of their communities.

This momentum across Red Wolves athletics is reflected in the economic and tax impact that is driven by A-State athletics. Without this impact driven by athletics, the overall impact of the university would be reduced.



“College was the most transformative years of my life...I started to look at football as not just an avenue to bring glory to myself, but to look at it as an opportunity to reach men who’d have the opportunity to change the world.”

- Demario Davis, Arkansas State alumni and all-pro linebacker for the New Orleans Saints

A-STATE ATHLETICS IMPACT (FY23)

IMPACT	ECONOMIC IMPACT	VALUE ADDED	EMPLOYMENT IMPACT (JOBS)
DIRECT	\$20,467,311	\$9,107,265	327
INDIRECT	\$11,810,525	\$6,646,897	41
INDUCED	\$8,385,050	\$5,314,994	38
TOTAL	\$40,662,886	\$21,069,156	316

Source: Parker Strategy Group using IMPLAN with data provided by A-State.

A-STATE ATHLETICS LOCAL AND STATE TAX IMPACT (FY23)

IMPACT	SUBCOUNTY, GENERAL	SUBCOUNTY, SPECIAL DISTRICTS	COUNTY	STATE	TOTAL
DIRECT	\$90,332	\$142,943	\$72,951	\$599,231	\$905,457
INDIRECT	\$43,768	\$69,257	\$35,346	\$290,413	\$438,784
INDUCED	\$62,110	\$98,389	\$50,172	\$397,889	\$608,560
TOTAL	\$196,210	\$310,589	\$158,469	\$1,287,533	\$1,952,801

Source: Parker Strategy Group using IMPLAN with data provided by A-State.



WELCOMED AND SUPPORTED: TRANSFER STUDENT-ATHLETES THRIVE AT A-STATE

Being a student-athlete at A-State requires more than just talent; it demands a unique blend of grit, discipline, and sacrifice. Every day begins before dawn, when the rest of campus is still asleep. While others are hitting snooze, these athletes are lacing up their shoes, heading to practice, pushing their bodies to the limit. The echo of sneakers on hardwood and the feel of sweat on a cold morning—this is their classroom before class.

But it doesn't end there. After hours of drills, weight training, and perfecting plays, they trade jerseys for backpacks and hit the books. Balancing rigorous academics with the pressure of competition, they learn quickly that the clock is their toughest opponent. Lunch breaks are study sessions, road trips are mobile classrooms, and there's never really a "day off." The athletes of A-State take this on willingly without complaint.

A-State athletics fosters leadership, athletic ability, and the academic excellence of student-athletes whether they begin their collegiate career a Red Wolf or transfer from another institution. Transfer athletes bring value to their new team at A-State by injecting experience and leadership into their new school's athletic program. Having already competed at the collegiate level, these

athletes often possess a deeper understanding of the demands of high-level competition, both physically and mentally. These transfers are not without challenges, however. It can be difficult for transfer athletes to adapt to the team's personality and chemistry, and moving to a new campus can provide the same amount of stress these athletes experienced during their freshman move-in day.

It takes a special campus environment to make people feel at home. Luckily for student-athletes transferring to A-State, the Jonesboro campus creates a perfect environment to start fresh on a new team and allow transfer students to find their own place among their fellow Red Wolves. From coaches, faculty, fellow teammates, and staff, transfer students are made to feel more the welcome—they feel at home.

That is certainly the case for Jacob Bayer, a transfer athlete to the football program. Transferring from a small college in Texas, Jacob quickly found his way on and off the field on A-State's campus. On the field, Jacob's coaches saw his leadership ability along with his football skills growing and propelled him into the team captain role. Jacob is now considering a coaching career after his playing days are finished because of the ways his coaches taught and inspired him. The strength and

conditioning coach first approached Jacob about his coaching potential, and after that initial conversation, the thought has evolved into a plan. Jacob plans on using his skills obtained while seeking two degrees at A-State to properly evaluate potential in players and discover their motivations as players and people.

Off the field, Jacob enjoys what initially drew him to A-State during the transfer process: the Jonesboro community. “The community is the biggest thing,” Jacob recalled in his post-transfer adjustment. “I have a professor that has helped me transition from undergraduate to grad school, and sometimes it’s the small things like talking to me about my game or just how I’m doing that mean a whole lot to me and my time here at A-State.” When he was first visiting campus while still in the transfer portal, the aspect of the Jonesboro community that stuck with him was how connected the community was to the athletic programs at A-State. “The fanbase here truly cares. I have professors and people around campus telling me ‘good luck’ for the upcoming game. I even have kids in high school and middle school coming up to me, asking for me to autograph a football. They might not even know who you are but the fact that you’re an A-State football player means the world to them,” Jacob recalled. These are the moments that make Jacob feel at home at A-State.

There are moments when being a student-athlete feels overwhelming—when exhaustion creeps in and the juggling act seems impossible. Yet, it’s in these moments that they dig deep. Because being a student-athlete isn’t just about winning games or acing exams; it’s about resilience. It’s about learning to manage time, embrace failure, and come back stronger. It’s about representing something bigger than yourself—a team, a university, a community.





Sarah Martinez, a transfer student-athlete to the Volleyball program, followed her now-head coach that she admired to A-State from the University of Houston. Jonesboro is certainly a bit different than Houston, but Sarah quickly found herself at home on A-State's campus. "I've definitely felt more at home here. I think it starts with the culture of our team, everyone was so welcoming and nice and that's not the feeling I've had on other teams," Sarah remembered. That feeling of hominess was felt even at the darkest of times for her team. Sarah's junior season was a tough one. The volleyball team could not seem to find a rhythm together during the regular season. When the Sun Belt Conference Tournament began, however, something clicked, and the team advanced several rounds. "We were on an 18-game losing streak that year, and at times it was hard to find something to fight for. Once we reached that tournament, though, we put it together and fought really hard. That's a really good memory for me."

Like Jacob, Sarah has taken the leadership she witnessed at A-State and became a coach and leader of her own. During her ever-decreasing free time now that she has started a graduate degree in sociology, Sarah coaches volleyball for middle school athletes. This leadership development not only ripples through these athletes' lives but throughout the Jonesboro community. And when the lights shine down on game day, and the crowd roars, it all comes full circle. The sacrifices, the long hours, the exhaustion—it all fades away, leaving just the passion and pride of knowing they've earned their place on and off the court. At A-State, being a student-athlete means pushing past the limits of what you thought was possible, and in the process, discovering who you truly are. It is a part of being in the Red Wolves pack.

"A-State has been a home away from home for me."

-Sarah Martinez, Women's Volleyball





108,736 TOTAL ALUMNI
64,778 ARKANSAS-BASED ALUMNI

ARKANSAS ALUMNI GENERATE IMPACT AFTER GRADUATION

The value of an A-State degree lasts a lifetime, and it continues to pay dividends for individuals and for the health of Arkansas’s economy by providing access to a talented and skilled workforce. Each year, A-State’s 64,778 alumni living and working in Arkansas as of FY23 will support and sustain an additional 11,580 jobs due to spending on goods and services in the state, thereby creating a combined total of 78,358 jobs including the alumni themselves and their resulting impact. Arkansas-based alumni based on additional earnings over a high school degree will generate an estimated \$2 billion in annual economic impact throughout the state.

These alumni will contribute \$125.9 million in local (\$29 million) and state (\$96.9 million) taxes annually.

Over the span of a 40-year career, A-State alumni will support and sustain over 405,300 jobs, generate an additional \$70 billion in economic impact, and contribute \$4.4 billion in local and state taxes.

While the aggregate data that alumni impact create is impressive, the stories behind these alumni highlights the special experience of an A-State education.

A-STATE BASED ALUMNI ECONOMIC IMPACT

IMPACT	EMPLOYMENT (JOBS)	ECONOMIC IMPACT	LOCAL AND STATE TAXES
64,778 ALUMNI GENERATE \$2.0 BILLION ANNUALLY	11,580	\$1,999,324,539	\$125,571,285
64,778 ALUMNI GENERATE \$70 BILLION OVER THE COURSE OF THEIR 40-YEAR CAREERS	405,300	\$69,976,358,876	\$4,405,926,004

Source: Parker Strategy Group using IMPLAN with data provided by tA-State.

ANNUAL IMPACT:

\$2.0 BILLION IN
ECONOMIC IMPACT



11,580 JOBS SUPPORTED
AND SUSTAINED



CAREER IMPACT:

\$70 BILLION IN
CAREER IMPACT



405,300 JOBS
SUPPORTED AND
SUSTAINED





CORI KELLER, ARKANSAS STATE ALUMNI AND MISS ARKANSAS 2023

Growing up in Stuttgart, Arkansas, Cori Keller always knew she wanted to go to college. Being from a small, rural community, Cori had a difficult time envisioning the college life and experience. During her senior year, Cori and her dad visited universities of all sizes—both in and outside of Arkansas—and ended up visiting Arkansas State because her father wanted to attend a football game. As a dancer, Cori was interested in continuing dance during her college experience. While on her Arkansas State visit, she met with the dance coach at A-State and immediately felt at home. “The university felt like home. Every person I met had been so kind and warm and welcoming, and I didn’t have the same feeling at other universities.”

Going through her educational experience was a rewarding one. In addition to her experience on the dance team and in Greek life, her undergraduate studies in exercise science were guided perfectly by professors and staff on campus. These mentors and the Arkansas State Career Center helped Cori build her resume, obtain meaningful internships, and become a global student leader with travel to Europe: “Professors are friendly and helpful, but they’re also very honest with

you about what reality is like, what finding a job is like, and what opportunities lie ahead.” After graduating during the COVID-19 pandemic, Cori decided to stay on campus and obtain her master’s degree in communication, explored opportunities in sports commentary, and quickly became the ESPN student commentator. These experiences led to enter the Miss Arkansas competition, which Cori was crowned winner in 2023.

Using her newfound platform and skills acquired at A-State, Cori traveled the Natural State as Miss Arkansas to promote her passion of ending childhood hunger by promoting her community service project called Feeding the Future: Collaborative Solutions for Hunger.²⁷ Cori then went to work as a physician liaison for Baptist Health where she combines her background in science and communications while continuing to better her community. “It’s kind of been this full-circle, weird moment for me and how this has all played out, but I’ve really enjoyed this next phase of my life and being able to blend my two loves of medicine and communication.”

CAMPUS RESEARCH MAKING GLOBAL IMPACT

A-State's research capabilities and output continue to change the world for the better. Not only do Arkansas State faculty members continue to push the boundaries of academic knowledge, but A-State has and continues to put institutional investment toward research initiatives, centers, and institutes. Currently, three institutional entities drive the research momentum forward: the Arkansas Biosciences Institute (ABI), the Center for No-Boundary Thinking (CNBT), and the Delta Center for Economic Development (DCED). Each of these centers and institutes have a series of research areas and initiatives. For example, the ABI blends agricultural science, health science, and engineering to push the boundaries of agricultural capability and ensure that the agricultural sector continues to generate economic activity for the state of Arkansas in an ever-changing environment. The CNBT looks toward the future of bioinformatics, advance data science, and artificial intelligence. The work at the CNBT ensures that A-State will not be reactive but proactive to the changes in computing and data management. Finally, the DCED works to continue the economic momentum of the region by providing leadership education and training, giving small towns the support they need to further their economic goals through the work the Small Town Institute, and jump-starting entrepreneurship.²⁸

These innovative efforts are just the beginning. Looking toward the future, A-State has a variety of new initiatives along with continuing the momentum of the established research institutes and centers. Scheduled for completion in 2027, the Windgate Hall of Art and Innovation Center will be available to further art and design creative activities along with engineering and computer science. This interdisciplinary approach, which will include student research opportunities, will undoubtedly produce unique and game-changing outcomes and products for a 21st century economy. On track to open in 2026, the

College of Veterinary Medicine will move the university into a leadership position of medical training and research: A-State will become the only campus in Arkansas to have a medical school, veterinary school, a biosciences institute, and an international campus.²⁹ Finally, with the growth of Big River Steel and the manufacturing sector in general for the Northeast Arkansas region, A-State plans on strengthening the connection between the university and this growing industry sector. A recent congressional appropriation is advancing plans for A-State's Center for Advanced Materials and Steel Manufacturing, which will be full of the latest innovative equipment and training.³⁰

Students feel like home because of the personal connections to faculty and staff, but that is not the only way that A-State employees shine. Research continues to be a high priority for the university, and will propel them further into the 21st century as the leaders and innovators that embody the A-State difference.





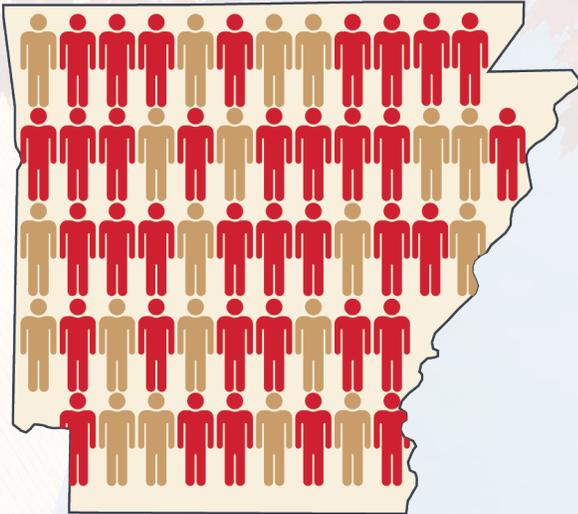
A-STATE GIVES BACK

Throughout the state of Arkansas, the country and the world, A-State faculty, staff and students are committed to giving back to their communities and being civically engaged. Faculty, staff, and students are active members of their communities, providing public access to arts and cultural events, preserving and cultivating historical sites, along with hosting sporting events, academic lectures, summer youth programs, and other community events. Communities throughout Arkansas benefit from the volunteer time and services provided by A-State faculty, staff and students. Based on assumptions derived from the U.S. Census Bureau and the University of Maryland Do Good Institute³¹ regarding donation amounts and

volunteerism rates by age, income level and employment status, it is estimated that staff, faculty and students gave more than \$1.6 million in FY23 in charitable donations and volunteered for 176,061 hours valued at \$5.3 million. The combined impact of charitable giving and volunteerism totals \$6.9 million. These benefits are in addition to the \$479.7 million economic impact generated by A-State for FY23.

Faculty, staff, alumni, and current students give back in ways that, taken together, is worth \$6.9 million to the state and local community.

A-STATE CHARITABLE GIVING AND VOLUNTEERISM IN FY23



STAFF AND FACULTY CHARITABLE GIVING ————— \$1,074,126

STUDENT CHARITABLE GIVING ————— \$521,500

TOTAL ————— \$1,595,626

STAFF AND FACULTY VOLUNTEERISM HOURS ————— 26,541

STUDENT VOLUNTEERISM HOURS ————— 149,520

TOTAL ————— 176,061



STAFF AND FACULTY VOLUNTEERISM DOLLAR VALUE ————— \$794,903

STUDENT VOLUNTEERISM DOLLAR VALUE ————— \$4,478,124

TOTAL VALUE OF GIVING BACK ————— \$6,868,653



APPENDIX A: TERMS AND DEFINITIONS

Direct economic impact	All direct expenditures made by A-State for its operations. These include operating expenditures, capital expenditures and pay and benefits expenditures.
Direct employment	Total number of employees, both full-time and part-time, at A-State based on full-time equivalents (FTEs).
Dollar year	Presented in 2023 dollars.
Government revenue/state and local tax impact	Government revenue or tax revenue that is collected by governmental units at the state and local levels in addition to those paid directly by A-State. This impact includes taxes paid directly — by A-State itself, by employees of A-State and by vendors who sell products to A-State — and also taxes paid at the household level.
Indirect economic impact	The indirect impact includes the impact of local industries buying goods and services from other local industries. The cycle of spending works its way backward through the supply chain until all money is spent outside of the local economy, either through imports or by payments to value added (multiplier effect).
Indirect employment	Additional jobs created as a result of A-State’s economic impact. Local companies or vendors that provide goods and services to A-State increase their number of employees as purchasing increases, thus creating an employment multiplier.
Induced economic impact	The response by an economy to an initial change (direct effect) that occurs through respending of income received by a component of value added. IMPLAN’s default multiplier recognizes that labor income (employee compensation and proprietor income components of value added) is not lost to the regional economy. This money is recirculated through household-spending patterns, causing further local economic activity (multiplier effect).
Induced employment	Additional jobs created as a result of household spending by employees of A-State and the employees of vendors. This is another wave of the employment multiplier.
Multiplier effect	The multiplier effect is the additional economic impact created as a result of A-State’s direct spending. Local companies that provide goods and services to A-State increase their purchasing by creating a multiplier (indirect/supply-chain impacts). Household spending generated by employees of A-State and A-State’s suppliers creates a third wave of multiplier impact (induced/household-spending impacts). The multipliers in this study are derived by IMPLAN.
Study year	FY2023.
Total economic impact	Includes spending on operations, capital expenditures, labor income expenditures and value added to the economy as a result of expenditures made by A-State. It is the combined impact of direct, indirect and induced impacts.
Value added	“Value added” is defined as the total market value of all final goods and services produced within a region in a given period of time (usually a quarter or year). It is the sum of the intermediate stages of production.



APPENDIX B: DATA AND METHODS

Data used to complete the A-State Jonesboro contribution analysis was provided by A-State. Data supplied included operating expenditures, three-year capital spending averages, total employees (including graduate student employees) and direct taxes paid. Primary and secondary data were used to complete the input-output models in IMPLAN. The study approach and economic impact findings are a conservative estimate of impact and are based on actual financial information. These findings represent a snapshot of the economic impact of A-State.

OVERVIEW AND THE IMPLAN MODEL

The most common and widely accepted methodology for measuring the economic impacts of economic sectors is input-output (I-O) analysis. At its core, an I-O analysis is a table that records the flow of resources to and from companies/organizations and individuals within a region at a given time. For a specified region like a state or the nation, the input-output table accounts for all dollar flows between different sectors of the economy in a given time period. With this information, a model can then follow how a dollar added into one sector is spent and respent in other sectors of the economy, generating outgoing ripples of subsequent economic activity. This chain of economic activity generated by one event is called the “economic multiplier” effect.

The primary tool used in the performance of this study is the I-O model and dataset developed and maintained by IMPLAN Group LLC (formerly Minnesota IMPLAN Group Inc.). IMPLAN is a widely accepted and used software model first developed by the U.S. Forest Service in 1972. The data used in the baseline IMPLAN model and dataset comes largely from Federal Government databases. The input-output tables themselves come from the Bureau of Economic Analysis. Much of the annual data on labor,

wages, final demand and other market data comes from the Bureau of Labor Statistics, the Census Bureau and other government sources.

Government agencies, companies and researchers use IMPLAN to estimate the economic activities associated with spending in a particular industry or on a particular project. The IMPLAN model extends conventional I-O modeling to include the economic relationships between government, industry and household sectors, allowing IMPLAN to model transfer payments such as taxes.

The model works by tracking the flow of resources to and from companies/ organizations and individuals within a region. Producers of goods and services must secure labor, raw materials and other services to produce their product. The resources transferred to the owners of that labor or those raw materials and services are then spent to secure additional goods and services or inputs to the products they sell. For example, an organization in a region may develop a company that produces trains with a value of \$1 million. However, to produce that product, they may be required to spend \$500,000 in wages and benefits, \$200,000 to suppliers of parts, \$100,000 for electricity, \$50,000 for transportation of goods and raw materials to and from the plant and \$50,000 in various professional services associated with operating a business (e.g., attorneys and accountants). The suppliers will, in turn, spend those resources on labor and raw materials necessary to produce the trains. Workers and the owners of the company will buy goods and services from other firms in the area (e.g., restaurants, gas stations and taxes). The suppliers, employees and owners of this second tier will, in turn, spend those resources on other goods and services either within the study region or elsewhere. The cycle continues until all the money leaves the region.

IMPLAN METHODOLOGY

The model uses national production functions for over 450 industries to determine how an industry spends its operating receipts to produce its commodities. These production functions are derived from U.S. Census Bureau data. IMPLAN couples the national production functions with a variety of county-level economic data to determine the impacts at a state and congressional district level.

To estimate these regional impacts, IMPLAN combines national industry production functions with county-level economic data. IMPLAN collects data from a variety of economic data sources to generate average output, employment and productivity for each industry in a given county. IMPLAN combines this data to generate a series of economic multipliers for the study area. The multiplier measures the amount of total economic activity generated by a specific industry spending an additional dollar in the study area. Based on these multipliers, IMPLAN generates a series of tables to show the economic event's direct, indirect and induced impacts to gross receipts, or output, within each of the model's more than 450 industries.

The model calculates three types of effects: direct, indirect and induced. The economic impact of A-State is the sum of these three effects.

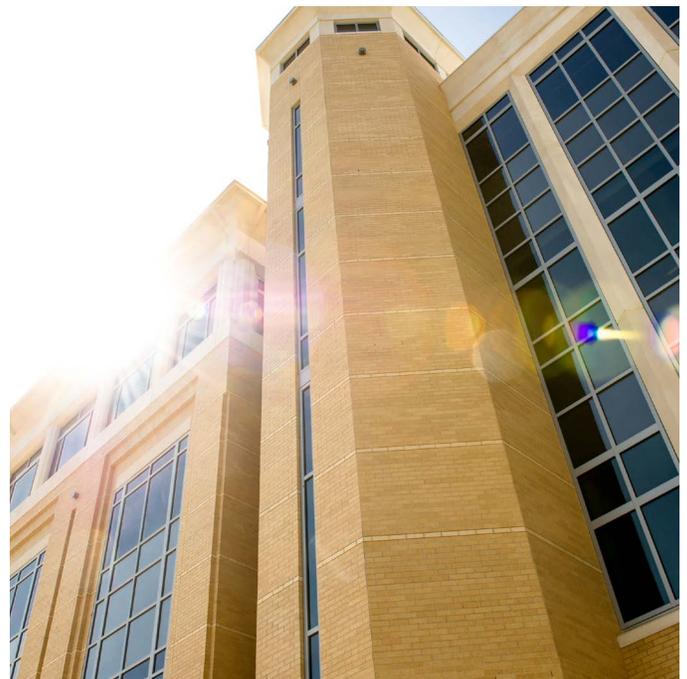
CONSIDERATIONS CONCERNING IMPLAN

There are three important points about the use of IMPLAN (or any other input-output model):

1. It is a fixed price model. The model assumes that changes in consumption are not limited by capacity and do not affect prices. This simplifying assumption does not cause a problem for the analysis presented here because we are taking a snapshot of A-State in a specific year.

2. As in many studies using this type of model, the model does not calculate the direct impacts; the direct impacts reflect actual spending levels and patterns because of A-State. Changing the level of direct spending allows us to calculate the magnitude of the indirect and induced effects associated with the initial level of spending.

3. Because the model continues to calculate additional spending until all the money leaves the region (i.e., "leakage"), the larger and more economically diverse the region, the longer it will take for spending to leave the region and the larger the impact is likely to be. For example, employees of A-State may spend some amount of their income on buying a car. If no car manufacturers are in their state or county, this spending will leave the region and the multiplier effect will stop. At the national level, some portion of that same spending by that same individual may go to a national auto producer. Therefore, that spending would lead to more spending at the national level than would be captured by a more regional model. The national impact will be larger than the sum of the individual states, and the individual state impact will be larger than the sum of the impacts in its congressional districts.



ENDNOTES

- 1 <https://www.astate.edu/a/leadership-center/greek-life/>
- 2 <https://www.astate.edu/info/about-asu/history/>; <https://www.astate.edu/college/education/departments/school-of-teacher-education-and-leadership/index.dot>
- 3 <https://armoneyandpolitics.com/improving-health-care-access-in-arkansas/>
- 4 <https://www.astate.edu/a/smart-center/pre-professional-studies/bs-do/index.dot>
- 5 <https://www.astate.edu/info/about-asu/history/>
- 6 <https://www.kait8.com/2024/05/22/northeast-arkansas-growing-us-census-says/>
- 7 <https://www.onlyinyourstate.com/trip-ideas/arkansas/johnny-cash-boyhood-home-inexpensive-road-trip-destination-ar>
- 8 <https://www.npr.org/2024/09/24/nx-s1-5122467/johnny-cash-capitol-statue>
- 9 <https://www.arkansasheritage.com/arkansas-preservation/about/economic-benefits-of-historic-preservation>
- 10 https://dese.ade.arkansas.gov/Files/23-24_Doc_with_all_geographic_and_ESC_by_subject_EEF.pdf

*Geographic shortage areas are defined as at least 1/3 of teachers fall into the total demand category (unlicensed, retired, or eligible to retire).

- 11 <https://www.bls.gov/ooh/fastest-growing.htm>
- 12 State appropriation for FY23 totaled \$67,853,764.
- 13 <https://www.kait8.com/2023/07/21/first-look-connective-trail-a-state-downtown-jonesboro/>
- 14 <https://jonesbororightnow.com/news/268862-paint-the-town-red-takes-over-downtown-jonesboro-with-block-party/>
- 15 <https://www.kait8.com/2024/06/14/new-entertainment-district-proposed-jonesboro/>
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- 25 <https://www.ktlo.com/2024/04/14/arkansas-state-bowling-team-ends-up-with-4th-national-runner-up-finish/>
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- 28 <https://www.astate.edu/a/deltaced/initiatives/>; <https://www.astate.edu/a/abi/research/>; <https://www.astate.edu/a/cnbt/>; <https://www.astate.edu/a/ortt/centers-institutes/index.dot>.
- 29 <https://www.arkansasonline.com/news/2024/aug/11/arkansas-state-university-increases-focus-on/>
- 30 <https://www.arkansasonline.com/news/2024/aug/11/arkansas-state-university-increases-focus-on/>
- 31 For the purposes of this study, it is assumed that 24.9% of staff and faculty donate \$2,064 annually and 14.9% of students donate \$250 each year. Volunteer impacts are based upon assumptions found in the U.S. Census survey of charitable giving, and the value of a volunteer hour (estimated at \$29.95 per hour) was obtained from the University of Maryland Do Good Institute. For the purposes of this breakout analysis, it was assumed that 27.2% of staff and faculty volunteer for 51 hours and 23.3% of students volunteer for 60 hours annually.



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