

Economic Impact of the School for Advanced Research on the Economies of Santa Fe County and the State of New Mexico



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-Doleswar Bhandari

EXECUTIVE SUMMARY

The University of New Mexico Bureau of Business and Economic Research (BBER) was commissioned by the School for Advanced Research (SAR) to estimate its economic impact on the economies of Santa Fe County and the State of New Mexico for the fiscal year 2011-2012 (FY12). This report describes the impact of SAR on the economies of the State of New Mexico and Santa Fe County.

Highlights of the Impact of SAR on the New Mexico State Economy include:

- In 2012, the School's endowment and other investments were valued at \$27 million.
- In FY12, SAR operations accounted for \$3.48 million in expenditures and 54 jobs (including 20 scholars). Total salaries and benefits were \$2.25 million. Non-personnel expenditures totaled \$1.22 million.
- Overall, 87% (or \$2.47 million) of SAR's expenditures were supported by out-of-state revenue sources.
- The total economic impact of the \$2.47 million out-of-state dollars SAR brought into New Mexico in FY12 amounts to more than \$4 million in total economic impact (i.e. direct, indirect and induced), \$2.31 million in income, and 57 jobs within the state.
- The overall employment multiplier and output multiplier are 1.4 and 1.8, respectively.
- SAR directly and indirectly paid an estimated total of \$95,575 in gross receipt taxes for the county and the state. In addition, an estimated \$24,251 was collected as property tax.

Highlights of the Impact of SAR on the Santa Fe County Economy:

- Overall, 89% of SAR's expenditures were supported by out-of-county revenue sources. SAR generated total revenue of \$2.51 million from sources outside Santa Fe County.
- The total economic impact of the \$2.51 million out-of-state dollars SAR brought into New Mexico in FY12 amounts to more than \$2.80 million in total economic impact (i.e. direct, indirect and induced), \$1.73 million in income, and 43 jobs within Santa Fe County.
- The overall employment multiplier and output multiplier are 1.4 and 1.7, respectively.
- In FY12, nearly \$41,000 GRT was estimated to be retained within Santa Fe County.

1. INTRODUCTION

The University of New Mexico Bureau of Business and Economic Research (BBER) was commissioned by SAR to estimate its economic impacts on the economies of Santa Fe County and the State of New Mexico as a whole for the fiscal year 2012 (FY12). This report presents the results of the study and outlines the data and methods used to arrive at these results.

SAR, located in the city of Santa Fe, New Mexico, is a unique institution which provides a dynamic environment for the advanced study and communication of knowledge about human culture, evolution, history, and creative expression. Its century-deep roots allow its scholars to illuminate questions of fundamental human concern through research and dialogue among exceptional scholars and artists and provide them with increasing opportunities to exert significant influence on academic, professional, and public audiences through discourse, publications, and emerging communications technology. Those who have benefited from SAR's support have described it as a "think tank" and "artists' retreat," and also as a place that fosters freedom of thought and creativity.

SAR celebrated its 100th anniversary in 2007. It plays an important role in promoting advanced research in the social sciences, particularly archeology, anthropology, and the humanities, and it also supports Native arts and artists. SAR's Indian Arts Research Center (IARC), which houses one of the world's finest collections of Native art from the Southwest, offers four artist-in-residence fellowships annually to advance the work of established and emerging Native artists.

In addition, SAR organizes seminars; field trips to explore the history, archeology, art and culture of the Southwest; awards grants to scholars, interns, and artists for writing and artistic sabbaticals; trains volunteers in the community to support its mission; and maintains the Catherine McElvain Library which contains approximately 8,600 anthropology-related books, manuscripts, and 50 journals. Moreover, SAR publishes books related to anthropology and related fields, as well as arts and aesthetics of indigenous peoples. In addition to print publications, SAR develops web-based interactive resources that make knowledge of human culture, society, evolution, history, and Native art available to a wide audience.

In 2012, the School's endowment and other investments were valued at \$27 million.

In this study, the economic impacts are estimated for Santa Fe County and the state of New Mexico. During FY12, SAR spent more than \$3.48 million on operations and capital projects activities, including employee compensation (\$2.25 million, or 65%), purchases of goods and services (nearly \$1 million, or 28%), and capital projects (\$198



thousand, or 6%). Most (\$2.47 million, or 87%) of its revenue came from out-of-state sources whereas \$2.51 million or 89% of its revenue came from out-of-county sources.

The total economic impact (sum of direct, indirect, and induced impacts) of SAR's expenditures in the state economy supports 57 jobs, nearly \$2.31 million in income, and nearly \$4 million in economic output (Table 4). As far as impacts on the Santa Fe County economy are concerned during the same period, the total economic impact (sum of direct, indirect, and induced impacts) of SAR's expenditures in the county economy supports 43 jobs, \$1.73 million in income, and \$2.8 million in economic output (Table 3).

Additionally, SAR makes contributions to both Santa Fe County and state economies through its increased earnings of local artists and professionals, and also through

various activities (such as publications, seminars, internships, symposiums, and voluntary works) in the local community by attracting retirees, businesses, and industries, which results in an increase in property values, sales tax revenues, tourist dollars, etc., throughout the surrounding area. BBER has estimated the gross receipt tax (GRT) collected by various local governments in both county and state, and has calculated that SAR directly and indirectly paid an estimated total of \$95,575 in GRT revenues for both. In addition, an estimated \$24,251 was collected as property tax.

The rest of the report is separated into three remaining sections. Section 2 details the methodology and data used in the analysis. Section 3 presents the impact results from the IMPLAN model for the Santa Fe County and the state of New Mexico. Section 4 describes some intangible benefits of SAR that are difficult to capture in the traditional economic impact analysis.



2. METHODOLOGY

This study builds on previous studies conducted by BBER and is based on a generally accepted method of measuring economic impact. The method, which can be described as an “export-based” method, recognizes that only those expenditures supported by out-of-region revenues can be considered to have a tangible impact on the region’s economy because revenues generated from within a region would presumably flow to some other activity if SAR did not exist. As a result, these revenues do not yield a net economic impact. Consequently, SAR’s contribution to Santa Fe County and state economies is derived from its ability to attract revenues from outside both areas.

2.1 Data

The operations- and capital-projects-related data used for this analysis were obtained from the Vice President for Finance and Administration of SAR based on a BBER-designed data collection checklist. BBER then processed the data, reviewed them for reasonableness, and brought them into a usable format to incorporate into the IMPLAN model. Additionally, the time series data regarding SAR’s fellows, publications, seminars etc. were obtained from SAR’s website, internal documents, and the SAR Chair of the Board of Managers.

2.1.1 SAR Revenue and Expenditure Data

SAR revenues in FY12 were \$2.8 million (Table 1). Non-governmental grants and contracts accounted for \$1.7 million. These were the largest sources of revenue, comprising 60% of the total. Combined with other restricted and unrestricted gifts from individuals, SAR attracted from other sources a total of \$1.14 million or 40% of total revenues. Investment income and sales of goods and services accounted for \$233,875 and \$107,782 revenues, respectively. SAR attracted 87% (\$2.47 million) of the revenues from out-of-state sources and 89% (\$2.51 million) of the revenues from out-of-county sources.

SAR spent more than \$3.4 million in FY12. The largest expenditure category was employee payroll, accounting for \$2.25 million including benefits. This represented 65% of all expenditures (Table 2). The second largest expenditure category was purchases of goods and services, which accounted for 29% (or \$1.0 million) of all expenditures. SAR operations create direct demand for supplies and services in the community. For example, SAR spent nearly \$1 million on supplies, materials, and professional services. Additionally, more than \$198 thousand was spent on capital projects. By region, 75% of the expenditure was spent in Santa Fe County and 85% was spent in the State of New Mexico.

Appendix Table A. 1 and Appendix Table A. 2 present the detailed expenditures on goods and services and capital projects, respectively. Since the total expenditures were more than the revenues in FY12, the gap was filled by the unspent revenues from the previous year. BBER assumes that the previous year's revenue sources were similar to FY12.

Table 1. SAR Revenue Sources by Region

Revenue Source	In-County Revenues	Out-of-County but In-State Revenues	Out-of-state Revenues	Total Revenue
Federal grant	-	-	\$71,128	\$71,128
Sale of goods & services (net of cost of sales)	\$7,439	\$3,165	\$97,178	\$107,782
Revenue from events admission	\$54,852	\$7,909	\$21,240	\$84,001
Fellows payments for room and board	\$6,994	-	-	\$6,994
Non-governmental grants and contracts	\$46,166	-	\$1,640,579	\$1,686,745
Restricted and unrestricted gifts from individuals	\$206,315	\$28,049	\$406,585	\$640,949
Investment income	-	-	\$233,875	\$233,875
Total	\$321,765	\$39,123	\$2,470,586	\$2,831,474

Source: Vice President for Finance & Administration, SAR
UNM Bureau of Business & Economic Research, 2012

Table 2. SAR Expenditures by Region

Source	In-County	In-State but Out-of-County	Out-of-State	Total
Salaries and wages	\$1,975,806	\$231,721	\$47,096	\$2,254,623
Goods and services	\$427,157	\$104,538	\$493,238	\$1,024,934
Capital improvements	\$198,134	-	-	\$198,134
Total	\$2,601,098	\$336,259	\$540,334	\$3,477,691

Source: Vice President for Finance & Administration, SAR
UNM Bureau of Business & Economic Research, 2012

2.1.2 Total Employment and Payroll

In FY12, SAR directly employed 54 people as faculty (4), staff (29), SAR fellows (20), and a single capital project¹ worker (1). During the same period, SAR spent \$2.25 million in employee compensation, including benefits and scholarships to SAR fellows. According to information provided by the Vice President for Finance and Administration of SAR, 49 SAR employees and fellows lived in Santa Fe County and received approximately \$2 million in employee compensation from SAR. Out of 54 SAR

¹ This is an estimate of the number employed by the construction contractors.

employees and fellows, only one person lived out-of-state and telecommuted to SAR in FY12.

2.2 Economic Impact Estimation Method

The impact of SAR on the county and the state economies is greater than the total of SAR's direct spending on payroll, goods and services, and capital projects. This is because money spent by SAR is spent again by the School's employees and local businesses. The following steps were taken to estimate the direct economic impact of SAR on the county and the state economies. SAR revenue amounts from out-of-state and out-of-county sources were estimated. The direct impact of expenditures spent in-state and in-county was then estimated using the following respective equations:

$$\text{Direct Impact} = (\% \text{ Out-of-State Revenues}) \times (\% \text{ In-State Expenditures}) \times (\text{Total Expenditures})$$

$$\text{Direct Impact} = (\% \text{ Out-of-County Revenues}) \times (\% \text{ In-County Expenditures}) \times (\text{Total Expenditures})$$

SAR provided BBER with the percent of revenues from out-of-state and out-of-county sources. The above equations indicate that direct impacts are created by the externally funded and locally spent dollars.

The input-output multipliers model called IMPLAN was used to estimate the indirect and induced impacts on the economies of Santa Fe County and the state of New Mexico. IMPLAN uses a variety of data sources to estimate the total economic impacts of economic activity, where the total economic impact is comprised of the sum of direct, indirect and induced impacts (Figure 1).

Direct impacts occur as a result of SAR spending on salaries and wages, goods and services, and capital projects. **Indirect impacts** occur as a result of expenditures by businesses and organization that support SAR activities. These expenditures create demand for the goods and services of other companies, who must then purchase goods and services and hire employees to produce their products. The sum total of these iterative purchases and hiring of employees is termed indirect impacts. The second way in which additional economic activity occurs is through **induced impacts**, which are the result of SAR employees and indirect industry employees spending their wages and salaries on local goods and services. The spending by these employees creates further demand for goods and services for which firms must again purchase supplies and hire employees to produce. The sum of these iterations constitutes the induced impacts.

Dividing the total economic impact by the original direct activity (i.e. SAR spending, employment) yields an estimate of the **multipliers**, which are a numeric way of describing the secondary impacts stemming from the direct impacts. These provide a

measure of economic activity generated per dollar or per employee. The economic impacts presented below are discussed in these terms.

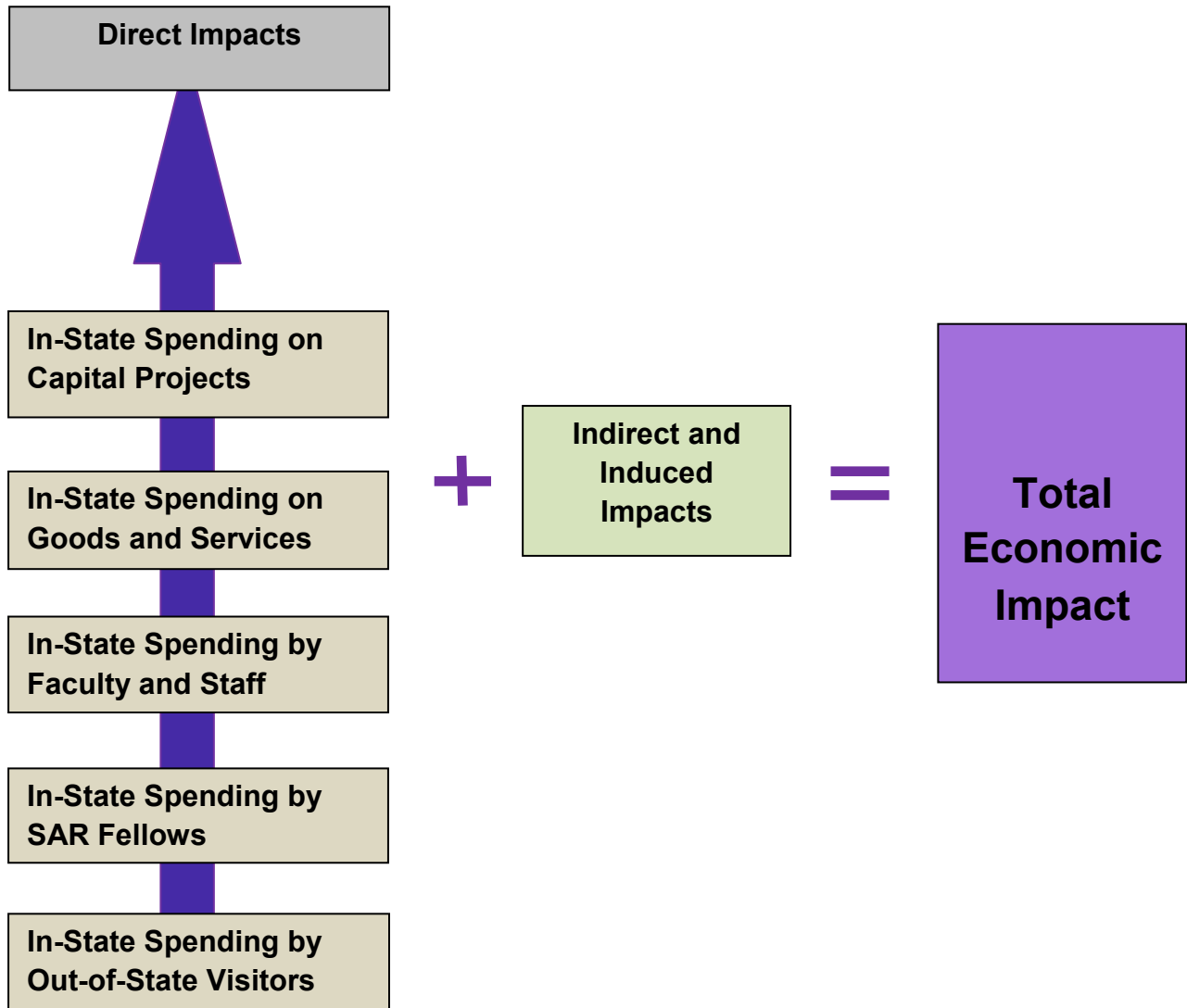


Figure 1. Economic Impact Components²

² The same components are applicable for Santa Fe County.

3. ECONOMIC IMPACTS OF SAR ON SANTA FE COUNTY AND THE STATE OF NEW MEXICO ECONOMIES

This section describes the economic impacts of SAR on the Santa Fe and New Mexico economies in FY12. The estimates represent the economic impact of spending by SAR, its faculty and staff, and its scholars. Based on the methodology and available data described earlier, the IMPLAN modeling system was used to estimate three main indicators of impact: economic output or expenditure, labor income, and employment. Since the IMPLAN modeling system estimates output on an annual basis, all the estimates are for fiscal year 2012, and all dollar amounts are also reported in FY12.

3.1 SAR Impact on Santa Fe County

In fiscal year 2012, SAR's operations (and capital projects) accounted for \$2.45 million in expenditures and 49 jobs³ in Santa Fe County. Total salaries and benefits were nearly \$2 million. Overall, 89% of SAR's expenditures were supported by out-of-county revenue sources. Table 3 presents the direct, indirect, induced and total economic impacts of SAR on the Santa Fe County economy that are supported by out-of-county dollars. It includes impacts associated with expenditures on operations and capital projects that occurred in Santa Fe County. The total economic impact to the region is approximately 43 in job creation, \$1.73 million in labor income, and \$2.80 million in economic output. The \$1.6 million in direct output supported by out-of-county funds led to 11 additional jobs, \$424,888 in labor income and \$1.19 million in economic output. The breakdown of operation impacts and capital projects impacts are presented in Appendix 1 and Appendix 2.

The overall employment multiplier is 1.4, which indicates a total of 1.4 jobs were generated in the county for every SAR employee in the county that was supported by out-of-county revenues. The output multiplier of 1.7 indicates a total of \$1.7 were generated in the county for every dollar SAR spent on its operations and capital projects.

³ It includes the number of scholars who received fellowships and who lived and worked in Santa Fe County.

Table 3. Total Economic Impacts of SAR on Santa Fe County Economy, FY12

Impact Type	Employment ¹	Labor Income ²	Output ³
Direct	32	\$1,304,641	\$1,610,994
Indirect	3	\$111,302	\$310,143
Induced	8	\$313,586	\$882,598
Total	43	\$1,729,530	\$2,803,736
Multiplier	1.4	1.3	1.7

¹Employment = Full-time and part-time jobs directly and indirectly supported by SAR

²Labor income = Total employee compensation including benefits

³Output = The value of expenditure directly and indirectly supported by SAR

Source: BBER Analysis using IMPLAN Version 3

UNM Bureau of Business and Economic Research, 2012

3.2 SAR Impact on New Mexico's Economy

As noted previously, some of SAR's direct operating expenditures spill over into other counties of New Mexico. First, SAR's procurement of goods and services may draw from New Mexico vendors outside Santa Fe County. Second, some SAR employees resided in other parts of New Mexico (outside Santa Fe County). While employees often shop near where they work, many goods and services are likely to be purchased closer to home. Finally, some of the indirect and induced impacts of SAR spending within Santa Fe County spill over into other counties. Because of this situation, BBER extended its analysis of the impact of SAR's operations to the state as a whole.

During the same period, SAR's operations (and capital projects) accounted for \$3.48 million in expenditures and 54 jobs in the state. Total salaries and benefits were \$2.25 million. Overall, 87% of SAR's expenditures were supported by out-of-state revenue sources and 84% of SAR's expenditures were incurred within the state. This shows that SAR is acting similarly to an export industry in New Mexico by bringing dollars from out-of-state sources and spending them in the local economy. Table 3 presents the direct, indirect, induced and total economic impact of SAR on the state economy that are supported by out-of-state dollars. It includes impacts associated with expenditures on operations and capital projects that occurred in the state. The total economic impact to the region is approximately 57 in employment, \$2.31 million in labor income, and \$4 million in economic output. The \$2.20 million in direct output supported by out-of-state funds led to 17 additional jobs, \$614,085 labor income and \$1.80 million in economic output. The breakdown of operation impacts and capital project impacts are presented in the Appendix 1 and Appendix 2.

Table 4. Economic Impact of SAR on New Mexico's Economy, FY12

Impact Type	Employment ¹	Labor Income ²	Output ³
Direct	40	\$1,697,837	\$2,198,843
Indirect	5	\$178,063	\$499,099
Induced	12	\$436,022	\$1,301,566
Total	57	\$2,311,922	\$3,999,508
Multiplier	1.4	1.4	1.8

¹Employment = Full-time and part-time jobs directly and indirectly supported by SAR

²Labor income = Total employee compensation including benefits

³Output = The value of expenditure directly and indirectly supported by SAR

Source: BBER Analysis using IMPLAN Version 3

UNM Bureau of Business and Economic Research, 2012

The overall employment multiplier is 1.4, which indicates a total of 1.4 jobs were generated in New Mexico for every job SAR generated in the state that was supported by out-of-state revenues. The output multiplier of 1.8 indicates a total of \$1.8 were generated in the state for every dollar SAR spent on its operations and capital projects.

Please note that the economic impact of SAR visitors is not included in this report due to a lack of data on visitors and their places of residence. However, visitation by persons who reside out-of-county and out-of-state to attend seminars, ceremonies, symposiums, field trips, etc. is likely to have a positive economic impact on the county and the state.

3.3 SAR Fiscal Impact on the Santa Fe County and the State of New Mexico Economies

The direct, indirect, and induced economic activity associated with SAR's operations and capital projects generated an estimated total of \$95,575 in GRT across the state. Nearly \$41,000 GRT was estimated to be retained within Santa Fe County. In addition, the property tax revenues to Santa Fe County total more than \$24,000.

4. INTANGIBLE BENEFITS OF SAR

The economic impact of SAR presented in previous sections captures only tangible parts of the impact. There are many benefits of SAR in the community for which one cannot assign a dollar value. These include the cultural enrichment that occurs from its various activities such as public membership activities, publications, fellowships, seminars, residencies, internships, lectures, and access to collections. In today's multicultural and complex world, an understanding of the history and culture of various ethnicities and nationalities is of high value.

As part of its mission, The SAR hosts scholars in Santa Fe from both domestic and international settings.

Resident Scholars have been part of the School's program for four decades. They possess expertise from the disciplines of anthropology, archeology, or related fields such as history, sociology, art, and philosophy. Each year since 2000, approximately six fellowships have been awarded from the vast pool of qualified applicants. Through 2012, seventy-seven scholars have received low-cost housing and office space on campus, a stipend of up to \$40,000, library assistance, and other benefits during a nine-month tenure from September 1 through May 31. A six-month fellowship is also available for a female postdoctoral scholar from a developing nation, whose research promotes women's empowerment. The scholars are eligible to have their written product considered for publication with the SAR Press.

Often joining the Resident Scholars each year are exceptional scholars who receive funding through such programs as the Ford Foundation Diversity Fellowships, Mellon/ACLS Recent Doctoral Recipient Fellowship, and Visiting Fulbright Scholars fellowships.

During the months of June, July, and August, The School offers five or six fellowships to Summer Scholars who pursue research or writing projects that promote understanding of human behavior, culture, society and the history of anthropology. Since 2000, 144 scholars have received summer residencies. They are also joined by scholars funded from other sources such as their college or university.

Since 2000, forty-two Native Artist Fellowships have been awarded. Each fellowship includes a monthly stipend, housing, studio space, a supplies allowance, and travel reimbursement to and from campus. These fellowships provide time for artists to explore new avenues of creativity, grapple with new ideas to further advance their work, strengthen existing talents, and immerse themselves in the cultural wealth of the School's world-class collections of Southwest Native arts. Native fellows have

represented such diverse disciplines as sculpture, performance, basketry, painting, printmaking, digital art, mixed media, photography, pottery, writing, film, and video.

SAR's Indian Arts Research Center offers nine-month internships to recent college graduates, current graduate students, or junior museum professionals interested in furthering their collections management experience and enhancing their intellectual capacity for contributing to the expanding field and discourse of museum studies. The internship includes a monthly salary, housing, book allowance, travel to one professional conference, and reimbursable travel to and from campus. Since 2000, thirteen interns have been supported.

Besides resident scholars, fellows, and interns, the School hosts intensive seminars which promote in-depth communication among researchers who share a topic and whose interactions have the potential to provide new insights into human evolution, behavior, culture, creativity, or society, including critical contemporary issues.

Each Advanced Seminar usually consists of ten scholars who meet on campus for five days of intense discussion. Participants appraise ongoing research, assess recent innovations in theory and methods, and share data relevant to broad anthropological problems. Seminar papers are circulated among participants at least one month prior to the seminar and are discussed during the sessions. These discussions are followed by consideration of crosscutting issues and a synthesis of ideas. The resulting papers are submitted to SAR Press (the School's publication division) for possible inclusion in its "Advanced Seminar Series." Since 2000, more than 350 scholars have been hosted in these seminars.

Like the Advanced Seminars, the School also organizes Short Seminars for two- to three-day sessions in which participants assess recent developments and chart new directions in their fields, or plan additional conferences or symposia. Like participants in the Advanced Seminars, Short Seminar participants receive lodging, meeting space, and meals for up to ten participants, with some participants supported in travel, particularly if they come from international settings. Since 2000, more than 416 scholars have been hosted for the Short Seminars.

With researchers raising multiple and rapidly evolving issues, the School began offering Research Team Seminars in 2009. The program supports at least two seminars each year for teams that need focused time together to synthesize, analyze, and discuss the results of their work; to develop plans for successful completion of their projects; and/or to plan new projects. Teams that are interdisciplinary and international in scope are especially encouraged to apply for funding. Since 2009, approximately eighty-four scholars have been supported for a two-to three-day meeting in which the participants' travel, lodging and meals are covered.

SAR Press publishes academic monographs, edited volumes, and trade titles for the general public. Since 2000, the Press has sold approximately 200,000 books across the spectrum of its mission, with gross sales of more than \$3.3m. Approximately 60% of these titles are adopted in college and university courses, and 40% are purchased by the general public.

4.1 SAR's Strategic Plan

The School's long-term planning now aims to expand SAR's central programs—the advanced seminars, the resident scholarships, and the artist fellowships—while bringing them into deeper conversation in order to foster greater exchange and exploration across disciplinary boundaries. At the same time, the means of communicating the knowledge produced at SAR by its visiting scholars and staff researchers are broadening to include digital media as well as popular print outlets, lectures, and special events. This expansion and diversification of the School's programs, as well as its increasing public outreach, will foster a wider range of conversations about humanity that transcend the boundaries now limiting our understanding of the significance of the human experience.

Moreover, there is clearly an extraordinary creative potential in Santa Fe. Santa Fe boasts a remarkable cultural heritage, some of the high-quality art and design schools, extraordinary artists, incredible festivals and art galleries, some of the most innovative cultural industries (music and cinema), and creative professionals (architects, designers, advertisers) in the nation. Cultural productions and activities are intrinsically linked to the creativity process which is a motor of innovation. SAR is not only supporting the preservation of Native American culture and other cultures, but also providing community building and civic engagement which defy assigning a dollar value to the School's considerable impact.



Appendix A: SAR Expenditures

Appendix Table A. 1 SAR Expenditure Detail by Region

Expenditure Item	In-County Expenditure	In-State but Out-of-County Expenditure	Out-of-State Expenditure	Total Expenditure
Material supplies	\$25,509	\$6,295	\$130,631	\$162,436
Book Production	\$19,106	\$4,598	\$115,633	\$139,336
Photo	\$1,295	-	\$1,419	\$2,714
Book Purchases	\$476	\$19	\$4,534	\$5,029
Collection Care	\$1,953	\$1,444	\$5,721	\$9,117
Furniture/Fixtures	\$2,679	\$235	\$3,325	\$6,239
Other Expenses	\$340,449	\$97,644	\$341,207	\$779,300
Gasoline including mileage reimbursement	\$5,364	\$2,761	\$577	\$8,701
Food	\$8,475	\$361	\$700	\$9,535
Computers/IT Equipment	\$5,665	\$12	\$38,941	\$44,618
Travel	\$12,353	\$20,124	\$24,464	\$56,942
Contract Services	\$58,080	\$46,726	\$10,167	\$114,972
General Supplies	\$10,682	\$792	\$5,796	\$17,270
Insurance	\$500	-	\$50,764	\$51,264
Fundraising	\$10,655	\$343	\$2,121	\$13,119
Building/Grounds/Vehicle maintenance	\$39,928	\$2,946	\$4,009	\$46,883
Internet Fees	\$1,968	-	\$254	\$2,222
Program Expenses	\$139,576	\$17,066	\$140,741	\$297,383
Postage/Shipping	\$15,275	-	\$7,674	\$22,948
Cost of Field Trips	\$15,108	\$4,905	\$40,884	\$60,898
Others	\$16,821	\$1,608	\$14,116	\$32,545
Utility expenditure	\$61,199	\$599	\$21,400	\$83,198
Electricity	\$32,965	-	-	\$32,965
Natural Gas	\$1,654	-	\$15,888	\$17,541
Water & Sewer	\$13,217	-	-	\$13,217
Telephone including mobile phone	\$13,363	\$599	\$5,512	\$19,474
Total	\$427,157	\$104,538	\$493,238	\$1,024,934

Source: Vice President for Finance & Administration, SAR
UNM Bureau of Business & Economic Research, 2012

Appendix Table A. 2 Expenditures on Capital Projects

Expenditure Item	In-County Expenditure	In-State but Out-of-County Expenditure	Out-of-State Expenditure	Total Expenditure
Property purchase	-	-	\$50,000	\$50,000
Property development	\$14,565	-	-	\$14,565
Paved SAR Press warehouse access	\$1,258	-	-	\$1,258
Architectural design for work plaza & office studio	\$49,758	-	-	\$49,758
Campus-wide phone system installation	-	\$82,554	-	\$82,554
Online fellowship application software	-	-	\$8,782	\$8,782
Network improvement	-	-	6248	\$6,248
Total	\$65,581	\$82,554	\$65,030	\$213,165

Source: Vice President for Finance & Administration, SAR
UNM Bureau of Business & Economic Research, 2012

Appendix B: Economic Impact of SAR

Santa Fe County's Economy

Appendix Table B. 1 Total Economic Impact of SAR Operation in Santa Fe County, FY12

Impact Type	Employment	Labor Income	Output
Direct	31	\$1,289,429	\$1,568,196
Indirect	3	\$106,045	\$296,395
Induced	8	\$309,008	\$869,624
Total	42	\$1,704,482	\$2,734,215

Source: BBER Analysis using IMPLAN Version 3
UNM Bureau of Business & Economic Research, 2012

Appendix Table B. 2 Economic Impact of Capital Projects in Santa Fe County, FY12

Impact Type	Employment	Labor Income	Output
Direct	0.5	\$15,212	\$42,799
Indirect	0.1	\$5,257	\$13,748
Induced	0.1	\$4,578	\$12,974
Total	0.7	\$25,047	\$69,520

Source: BBER Analysis using IMPLAN Version 3
UNM Bureau of Business & Economic Research, 2012

New Mexico State's Economy

Appendix Table B. 3 Economic Impact of SAR's Operations on New Mexico's Economy, FY12

Impact Type	Employment	Labor Income	Output
Direct	40	\$1,652,656	\$2,050,708
Indirect	4	\$161,367	\$447,548
Induced	12	\$422,107	\$1,259,800
Total	55	\$2,236,130	\$3,758,056

Source: BBER Analysis using IMPLAN Version 3
UNM Bureau of Business & Economic Research, 2012

Appendix Table B. 4 Economic Impact of Capital Projects on New Mexico's Economy, FY12

Impact Type	Employment	Labor Income	Output
Direct	0.7	\$45,181	\$148,135
Indirect	0.4	\$16,696	\$51,551
Induced	0.4	\$13,915	\$41,766
Total	1.5	\$75,792	\$241,452

Source: BBER Analysis using IMPLAN Version 3
UNM Bureau of Business & Economic Research, 2012

Definitions

- Impact Analysis: estimate of the impact of dollars from outside the region on the region's economy.
- Output: the total economic activity resulting from SAR operation and capital project activities on a region. It is a measure of the region's domestic product created as a result of SAR activities.
- Employment: the estimated number of jobs created as a result of SAR activities
- Labor Income: all forms of employment income, including employee compensation (wages and benefits) and proprietor income.
- Employee compensation: wage and salary payments as well as benefits, including health and life insurance, pension payments, and other non-cash compensation.
- Direct Impacts: the initial, immediate economic impacts generated by SAR initial expenditures.
- Indirect Impacts: the secondary impact caused by changing input needs of directly affected industries (e.g., additional input purchases to produce additional output).
- Induced Impacts: the economic impact resulting from SAR's employees spending a portion of their salary on goods and services for personal consumption.