

Orr Fellowship
Economic
Impact Study

The central graphic features a circular logo on the left, composed of five curved segments in shades of blue, red, and gray. To the right of the logo, the text "Orr Fellowship Economic Impact Study" is displayed in a dark blue, sans-serif font.



Contents


EXECUTIVE SUMMARY	3
INTRODUCTION	5
RETENTION OF ORR FELLOWS	7
ECONOMIC IMPACT OF ORR FELLOWS	14
ENTREPRENEURISM AND ORR ALUMNI	21
ECONOMIC IMPACT OF ORR FELLOWS DURING PROGRAM PARTICIPATION	23
ALUMNI SURVEY KEY FINDINGS	28
CONCLUSION	32
APPENDIX A: ALUMNI SURVEY QUESTIONS	34
APPENDIX B: ALUMNI SURVEY CHARTS AND GRAPHS	38
APPENDIX C: RETENTION RATES SUPPLEMENTAL DATA AND CHARTS	44
APPENDIX D: ECONOMIC IMPACT SUPPLEMENTAL DATA AND CHARTS	47





Executive Summary


Together with Orr Fellowship, TPMA is pleased to present the following analysis of the important role Orr Fellows play in the state of Indiana. In the following pages, we examine how the program ensures talented, leadership-caliber graduates from Indiana's Higher Education Institutions remain in the state and estimate their long-term economic impact.


To illustrate both how the program drives entrepreneurial activity and economic output and its role in producing civic-minded, community-driven professionals, we use the following source material:

 Internal, de-identified data from Orr Fellowship on the occupations, industries and current locations of alumni, as well as overall operating budgets and participation costs for employers.

 A unique survey developed in concert with Orr officials and administered as part of this project to gauge alumni sentiment on Indiana, their role in civic and community organizations, and estimates of their earnings and occupational industries.


 External data from the U.S. Census Bureau Post-Secondary Employment Outcomes program to compare statewide graduate retention rates with the known in-state retention rates of Orr alumni.


 External data from the U.S. Bureau of Labor Statistics, the U.S. Bureau of Economic Analysis and proprietary wage and benefit modeling data from LightCast™.


 Economic Modeling data generated by IMPLAN™, an economic impact analysis tool, to estimate the salaries, contributions to Gross Domestic Product (GDP) and tax revenue generated by both current Orr participants and Orr alumni.

Bringing these sources together produced a rigorous, replicable and transparent analysis of this valuable program's impact on the state of Indiana.

In terms of key findings, we determined:

 Upon completing the program, Orr Fellows remain in Indiana at a rate much higher than the graduates of Indiana institutions as a whole. While there is nuance in retention based on both course of study and time passed since program completion, we estimate that approximately 59.5% of ALL Orr alumni remain in Indiana after completing the program, compared with 42.7% of all Indiana institution graduates across comparable fields of study. These numbers translate to the Orr retention rate outperforming the statewide average by just over 16 percentage point.

 There are 243 confirmed Orr alumni living and working in Indiana. They contribute to the state's economic output with nearly \$38 million in annual earnings and add nearly \$59.1 million annually to the state's GDP. Their presence in the workforce generates an additional 482 full-time equivalent (FTE) jobs in the supply chain and induced industries across the state that produce an additional \$29.9 million in labor income and \$48.8 million in Gross Regional Product (GRP). Together, Orr Fellowship alumni and the individuals in their supply chains and induced economies generate almost \$23.3 million annually in tax revenue for state, local and federal governments.

 The entrepreneurial rate of Orr alumni (those who start businesses and create new jobs for Indiana citizens) far exceeds the state average. Based on survey results and a review of job titles and descriptions supplied by Orr Fellowship, we estimate that nearly 21% (or more than one in five alumni) start their own firm or enterprise. Compared to the statewide average entrepreneurial rate of a mere 0.23%, these Fellows excel in job creation and launched initiatives.



The current class of 109 Orr Fellows generates nearly \$3.4 million of the state's GDP annually, in addition to the \$7.35 million in wages earned collectively. As a result of their participation in the workforce, they support an additional 86.65 FTE supply chain and induced jobs whose workers make a collective \$5.43 million in labor income annually. Collectively, Fellows and the individuals dependent on their presence in the workforce generate an additional \$4.4 million annually in tax revenue for state, local and federal governments.



The economic output of active Orr Fellows is generated by the wages their employers pay (\$7.35 million) against a modest annual operating budget of \$814,000. When comparing the costs and economic output, we estimate that the program produces an annual Return on Investment (ROI) of approximately \$4.5 million annually.

Based on these figures, we modeled a scaled-up approach to program expansion that estimates the operating costs for the program if it was funded at the level necessary to serve 200, 300 or 500 active Fellows annually. In this model, the ROI could increase to \$8.26 million, \$12.38 million or \$20.6 million, respectively.

Considering the program's economic impact, the positive civic-mindedness of its participants, and the strong spirit of community and lifelong connections formed among participants, expanded investment in the program would exponentially benefit the state of Indiana.

Figure I: Shorthand Summary of Key Findings

The Retention rate of Orr Fellows in Indiana exceeds the average rates of all Indiana insitution graduates by 40%.

Annual Economic Output of Orr alumni in Indiana is over \$107 million in terms of contribution to GDP.

The rate of entrepreneurism among Orr Fellowship alumni is an impressive 21%.

Annual Economic Output of currently enrolled Orr Fellows contributes \$6.9 million to the state's GDP.

Annual Return on Investment for Orr Fellowship is currently \$4.5 million.



INTRODUCTION



Orr Fellowship is a two-year, career-based program in Indianapolis, Indiana. Individuals of various backgrounds, identities and career ambitions seek Orr Fellowships to work with high-level industry partners that provide on-the-job experience in a professional environment. Fellows are full-time employees for Orr partner companies, which range in industry from marketing to engineering to consulting, sales and more. The sizes span from small startups to enterprise-level global organizations. In addition to practical work experience, Fellows develop social and business networks and relationships with partner companies and their peer Fellows.

In this study, we use a rigorous, data-supported approach to assess Orr Fellowship and its performance with a careful eye toward how it benefits the state of Indiana across multiple levels. We apply deductive, largely linear logic to estimate these benefits – in jobs produced, taxes generated and value added to the state’s Gross Domestic Product as a result of the program. These benefits are both immediate (a result of active Orr Fellows working in the state) and long-term (as Orr alumni remain in the state to work, invest and create opportunities for others).

Several factors and steps are necessary to fully estimate the Fellowship’s impact. To set the stage for long-term economic effects, we calculate the rate of Orr alumni remaining in the state after program completion using data provided by Orr Fellowship on the current locations and employment status of past program participants. This information is compared with standard retention rates of graduates from Indiana institutions, including all graduates over nearly 20 years.

Armed with retention rates, we estimate the current annual economic impact of Orr alumni who have chosen to remain in the state. Also included in this section is a quick review of entrepreneurship after the program, measuring the rate at which Orr Fellows start businesses, as compared to the population of Indiana as a whole.

Next, after establishing both the retention rates and annual economic output of alumni, we take a closer look at the annual economic output of active Orr Fellows, i.e., those currently enrolled in the program, totaling 109 participants in 2024. We estimate the earnings, value added to GDP, additional jobs created and taxes generated as a result of these participants working in a variety of industries within the state. This data is then tied to the known costs of the program, specifically wages paid to Fellows from employers and the annual operating budget of the program itself. Once combined, we can calculate an annual return on investment at the current level of operations. To take this ROI analysis one step further using ratios and known output from 109 Fellows, we calculate what the ROI could be if the program were supported with additional funds to scale growth up to 200, 300 and 500 active annual participants.

Finally, to add insight to the economic impact calculations, we conclude with a section highlighting key takeaways from a recently completed survey of Orr alumni undertaken as part of this project.



RETENTION OF ORR FELLOWS



In this section, we compare the retention rates of all graduates from Indiana institutions with those who also completed an Orr Fellowship. The program provided information on the current location of Orr Fellows based on a thorough review of all alumni and their LinkedIn profiles. The retention rates of all Indiana institutions' graduates, by course of study, were estimated based on available data from the U.S. Census Bureau's Post Secondary Employment Outcomes (PSEO) program.

About the PSEO Program

The Post Secondary Employment Outcomes Program, part of the Local Employment and Household Dynamics series administered jointly by the Census and the Bureau of Labor Statistics, marries individual-level data on degree earners by institution and state to post-graduate employment data by industry and location. A collaborative effort between Census, State Councils on Higher Education, individual institutions and State Workforce Agencies, the PSEO Program relies on graduate data from institutions and employer tax records filed with state employment agencies. Participation in the program is voluntary and driven by data-sharing agreements between the agencies. As an early adopter, Indiana ranks at the top of the list for total graduate coverage with more than 75% of all graduates included in the database since program inception in 2001.

To ensure an adequate sample size, the PSEO program delivers outcomes by three-year cohort, with the first covering graduates from 2001-2003. Once each cohort class has surpassed the relevant threshold for time since graduation to be included, PSEO calculates the count of graduates employed, those employed in the state, and those not marginally attached to the workforce (no record of employment). Using this raw data, in-state retention rates can be calculated for one, five and 10 years after graduation. To ensure comparability with Orr Fellows and their courses of study, we use PSEO data ONLY for the graduates with similar majors. Additional details and methodology for the PSEO program can be found at: https://lehd.ces.census.gov/data/pseo_experimental.html.

The Classification of Instructional Programs

To ensure comparability across a range of majors, sometimes institution-specific, we rely on the Classification of Instructional Programs (CIP) codes to classify the significant courses of study of Orr Fellows. This schema, developed and implemented by the National Center for Education Statistics (NCES), ensures standardization when classifying majors/curricula studied in institutions across the United States. Data reported to the NCES, required for all Perkins-funded institutions annually, is classified using CIP codes regardless of the unique institutional titles of a particular degree. To ensure we compare similar majors across PSEO data and Orr Fellows, we use the broader two-digit CIP codes when classifying the majors of Orr Fellows consistent with the data reported from PSEO. Additional information on the program and CIP codes can be found at: <https://nces.ed.gov/ipeds/cipcode/browse.aspx?y=55>.



Orr Fellows vs. PSEO Graduates, Retention Rates in Indiana

Figures II and III below summarize retention trends for all graduates within the select group of CIPs (those programs with at least one Orr Fellow graduate) one, five and 10 years after graduation, compared with Orr Fellow in-state retention rates. As the figure shows, Orr Fellows remain in Indiana after graduation at a rate that exceeds the average retention rates of all Indiana higher education institutions. Specifically:





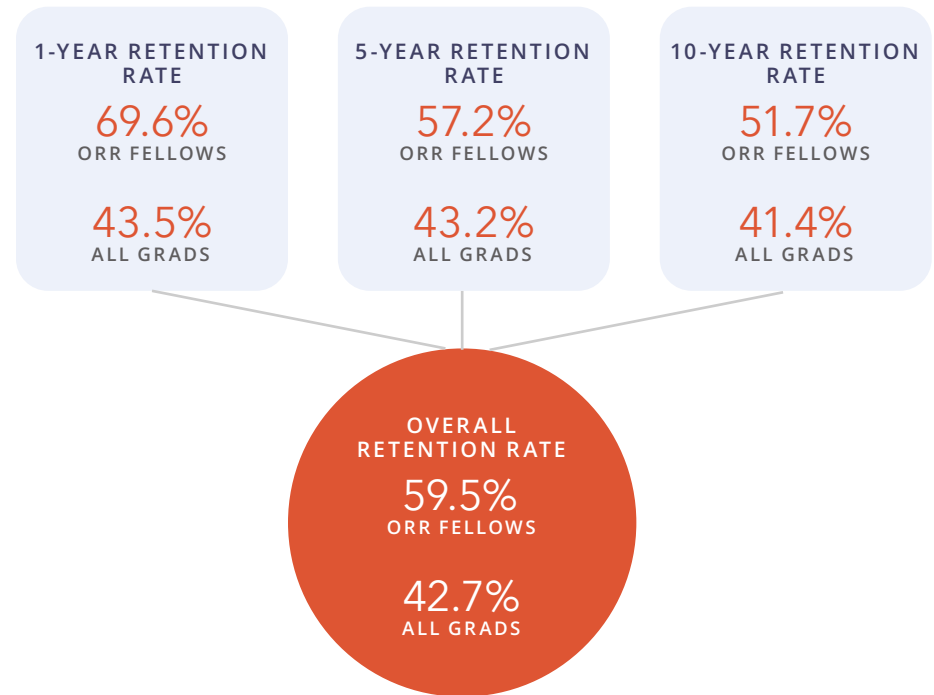
-  Orr Fellows who graduated at least 1 (but less than 5) years ago are **60%¹ MORE** likely to remain in Indiana, with 69.57% of all Fellows considered Indiana residents versus 43.49% of all Indiana graduates with comparable degrees.
-  Orr Fellows who graduated at least 5 (but less than 10) years ago are **33% MORE** likely to remain in Indiana, with 57.22% of Fellows still residing in Indiana compared to 43.17% of all Indiana institutions' graduates.
-  Orr Fellows who graduated at least 10 years ago are **25% MORE** likely to remain in Indiana, with retention rates of 51.7% vs. 41.42% for all graduates of Indiana institutions with comparable fields of study.
-  Averaging the 1-, 5- and 10-year retention rates together (summing and dividing by 3) yields overall retention rates of 59.5% for Orr Alumni versus 42.7% for all graduates of Indiana institutions.

Figure II: Orr Alumni vs. All Graduates Retention Rates

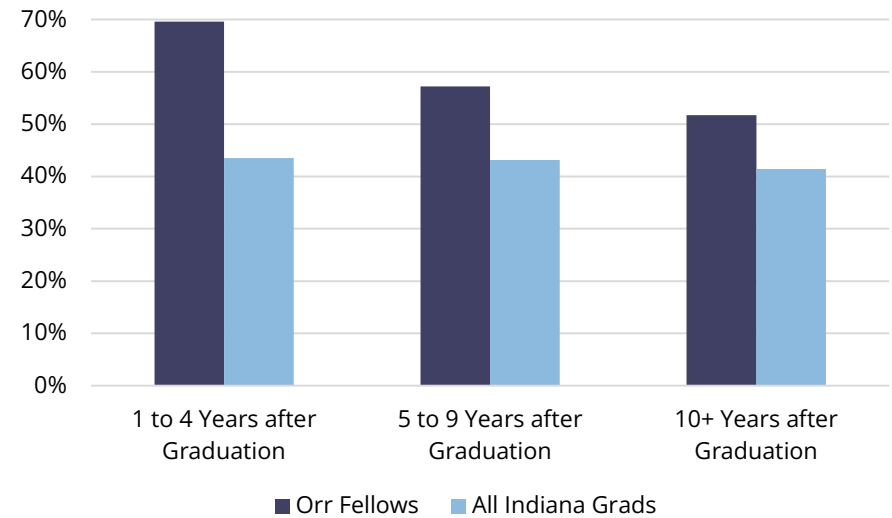


¹ Calculated by subtracting the Indiana retention rate from the Orr retention rate, then dividing this number by the Indiana retention rate. In real numbers, for 1 year after graduation: $([69.57\% - 43.49\%] / 43.49) = 59.99\%$. For 5 years after graduation: $([57.22\% - 43.17\%] / 43.17) = 32.545\%$. For 10 years after graduation: $([51.7\% - 41.42\%] / 41.42) = 24.819\%$.



With a robust sample size of 417 Orr Fellows and 411,639 comparable degree earners from Indiana institutions from 2001 through 2018, these percent differences are robust. A methodological comment here is important to note that the comparison inherently biases against the Orr Fellows, making the higher retention rate more impressive. As the general trends highlight, retention rates drop consistently as the time from graduation increases for both Orr Fellows and the total PSEO sample. However, PSEO can be considered a point-in-time analysis: they verify residency in years 1, 5 and 10 only, i.e., what happens in years 2, 3, 4, 6, 7, 8, 9 and 11+ is unknown. However, the Orr Fellowship program data is richer and captures the presence in these missing years. To ensure comparability with the fuller PSEO point-in-time sample, we collapse years 2-4 into the year 1 data for Orr, years 6-9 into the year 5 data, and years 11+ into the 10-year data. This means that the retention rates for Orr are linearly deflated (remembering the general, overarching trend that as the amount of time since graduation increases, the likelihood of remaining in state decreases). Even with this bias advantaging the point-in-time count of all PSEO grads, Orr Fellows outperformed all other Indiana institution graduates regarding remaining in the Hoosier state.

Figure III: Orr Fellows vs. All Bachelor's Degree Earners from Indiana Institutions Retention in State





Alumni Survey Insights: Retention

Self-reported retention rates of alumni survey respondents yield some additional insight, especially immediately after graduation. Of the alumni surveyed, a full 86% indicated they remained in Indiana at least six months after completing the Fellowship, many taking their first non-Orr Fellowship job within the Hoosier state. Due to a cascading sample size that skewed toward more recent alumni (see details in the Appendix), the longer-term trends are not quite as robust given the smaller sample size (fewer alumni responses from individuals who have been out of the program for at least five years). With this in mind, the suggestive survey results seem to mirror the calculations above based on LinkedIn profiles.

- 86%** of participants indicated they did remain in Indiana for at least 6 months after completing the Fellowship (sample size of 120 valid responses).
- 63%** of eligible alumni (those who completed the program at least 5 years ago, or 32 out of 51 respondents) indicated they have remained in Indiana.
- 88%** of eligible alumni (those who completed the program at least 10 years ago, or 24 out of 27 respondents) indicated they have remained in Indiana.

While these numbers are higher than those generated by our analysis of profiles, it does speak to the high regard and sentiment the alumni who did complete the survey hold for the state of Indiana.

Detailed breakdowns of Orr Fellows and their state of residency by year and course of study can be found in the Appendix. Also included in the Appendix are data and figures for isolated retention rates by CIP for one, five and 10-year retention rates, respectively. These breakouts should be considered illustrative only when considering this supplemental material. It is important to note the extremely small sample size of Orr Fellows in some CIP/Major categories. For example, when considering the 0% retention rate of Orr Fellows who majored in “Natural Resources and Conservation” in year five, there was a sample size of only one graduate.

The snapshot figure below illustrates the percent of Orr Fellow graduates retained in Indiana by collapsing and standardizing all categories (1, 5 and 10 years) by major, vis-à-vis all Indiana institution graduates with comparable degrees. The raw data for the figure are reported in Table I.



Figure IV: Aggregated Retention Rates, All Years, Orr Fellows vs. All Indiana Graduates with Comparable Degrees

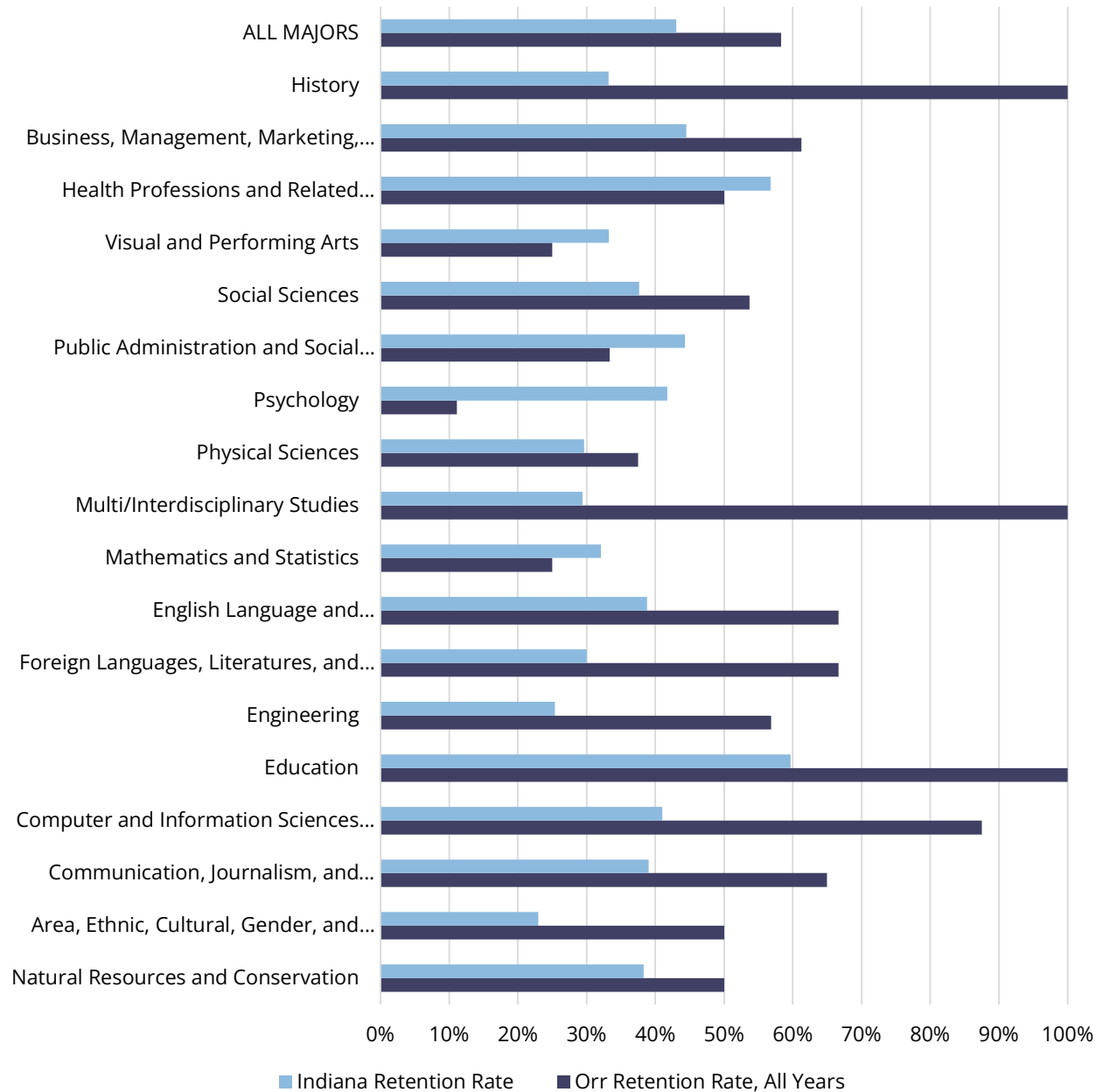




Table I: Summary Data by CIP, Orr and All Indiana Institutions (PSEO)

Family of Major	Orr Fellows, All Years	Orr Retention Rate, All Years	Indiana Grads, All Years	Indiana Retention Rate
NATURAL RESOURCES AND CONSERVATION	2	50.0%	4,811	38.3%
AREA, ETHNIC, CULTURAL, GENDER AND GROUP STUDIES	2	50.0%	2,807	22.9%
COMMUNICATION, JOURNALISM AND RELATED PROGRAMS	60	65.0%	70,261	39.1%
COMPUTER AND INFORMATION SCIENCES AND SUPPORT SERVICES	8	87.5%	34,406	41.0%
EDUCATION	1	100.0%	104,894	59.7%
ENGINEERING	44	56.8%	55,153	25.4%
FOREIGN LANGUAGES, LITERATURES AND LINGUISTICS	6	66.7%	13,243	30.0%
ENGLISH LANGUAGE AND LITERATURE/LETTERS	12	66.7%	22,641	38.8%
BIOLOGICAL AND BIOMEDICAL SCIENCES	1	0.0%	39,704	32.1%
MATHEMATICS AND STATISTICS	8	25.0%	11,450	32.1%
MULTI/INTERDISCIPLINARY STUDIES	1	100.0%	7,028	29.4%
PHILOSOPHY AND RELIGIOUS STUDIES	1	0.0%	6,373	24.5%
PHYSICAL SCIENCES	9	37.5%	14,888	29.6%
PSYCHOLOGY	9	11.1%	46,967	41.7%
PUBLIC ADMINISTRATION AND SOCIAL SERVICE PROFESSIONS	3	33.3%	31,652	44.3%
SOCIAL SCIENCES	54	53.7%	55,717	37.7%
VISUAL AND PERFORMING ARTS	4	25.0%	41,593	33.2%
HEALTH PROFESSIONS AND RELATED PROGRAMS	10	50.0%	107,113	56.8%
BUSINESS, MANAGEMENT, MARKETING AND RELATED SUPPORT SERVICES	173	61.3%	191,760	44.5%
HISTORY	2	100.0%	14,086	33.2%
UNKNOWN	7	85.7%	N/A	N/A
TOTALS	417	58.3%	876,547	43.0%



ECONOMIC IMPACT OF ORR FELLOWS



Retained Alumni

To estimate the annual economic impact of Orr alumni on the state of Indiana, we isolate the 243 retained alumni identified in the previous section using their self-identified industry sectors and job titles to refine the analysis. To ensure the highest level of rigor in estimating their economic impact, we rely on multiple sources of information to strengthen our estimates: wage data from the U.S. Bureau of Labor Statistics; Industry GRP output from LightCast by the North American Industry Classification System (NAICS); and value added, taxes, wages and benefits (total compensation) produced by IMPLAN, the economic impact estimation software package developed by the U.S. Forest Service in 1978 and released for broader use in 1985. It remains the industry standard and is used by economists, academics, consultants and community planners across the United States to estimate the impact of inputs and outputs (I/O modeling). Additional information on IMPLAN and its history, as well as a discussion of data points and FAQs, can be found at <https://implan.com/history/>.

To estimate the economic impact that Orr Fellows have on Indiana, we disaggregate the total impact into three categories:

Direct Impact:

The jobs, wages, benefits, value of goods and services, and taxes generated annually via the work of a specific number of employees working in the primary industries under investigation. In this analysis, these values come from the industry sectors employing Orr Fellowship alumni in Indiana circa 2024.

Indirect Impact:

The jobs, wages, benefits and additional economic output (value added to GDP, taxes and labor income) generated as the result of purchases of goods and services by the Direct Industry employers for Orr employees to complete their assigned job functions (the supply chain impact), also circa 2024.

Induced Impact:

The jobs, wages, benefits and additional economic output (value added to GDP, taxes, industry earnings) that are generated in the state of Indiana because of Orr Fellowship alumni (direct) and supply chain (indirect) employees spending their paychecks in the region on goods and services.

These impact categories create a variety of outputs used throughout this analysis. GRP, value added, median wages and labor income are described in fuller detail below:

Gross Regional Product (GRP):

The value of the goods, services, employee wages and benefits, proprietor earnings, and tax on production and imports (TOPI) produced in a region in each span of time. This value can be estimated by industry, the number of employees or event. In our analysis, we ultimately isolate the GRP produced by the work of retained Orr Fellows in Indiana over a year and refined by their employment industry.

Value Added:

Calculated by IMPLAN, this number represents an industry's contribution to the region's GDP and comprises labor income, proprietor earnings, the value of goods and services produced (less costs to produce), and affiliated TOPI. Although this is a rough equivalent to the GRP estimates produced by LightCast, there will be variations due to the different modeling techniques each entity applies.

Median Wages:

Provided by the U.S. Bureau of Labor Statistics in partnership with the State of Indiana Department of Workforce Development, median wages represent the 50th percentile of hourly pay rates by occupation. We translate these median hourly pay rates into weekly rates (multiplying by 40 for hours worked in a week) and then annual median wages (weekly rate multiplied by 52 weeks in a year).

Labor Income:

As part of its output modeling, IMPLAN reports this value in dollars. It includes both wages and the estimated cost of employer-paid benefits for employees. As a result, this number is higher than the estimated annual wages reported by the Bureau of Labor Statistics.



With counts of Orr Fellow alumni by industry, we can estimate their annual contribution to the state's GRP at a very high level. After extracting 2023 totals by industry for both GRP and total employment from LightCast, we calculated a ratio of GRP generated per employee (annual GRP divided by annual employment count). Once this ratio is calculated, we can estimate the share contributed by Orr Fellow alumni by multiplying the number working in each industry sector by the GRP per employee ratio. Results of this process appear below in Table II, with the top-line estimate of annual contribution to GRP for the 243 retained Orr Fellows in Indiana coming in at nearly \$57 million.

As Orr alumni work and spend their earnings within their communities, their economic impact in Indiana extends beyond their employment industries. We use IMPLAN to estimate the extended impact of their presence in the state (i.e., the indirect and induced impacts).

Table II: Estimated Contribution to GRP, All Orr Fellows in Indiana by Industry Sector

Industry	NAICS	2023 Jobs	2023 GRP	GRP per Job	Orr Fellows in Industry	Aggregate GRP, Orr Fellows
CONSTRUCTION	23	164,105	\$21,247,910,746	\$129,477	7	\$906,342
RETAIL TRADE	44	315,721	\$27,957,653,608	\$88,552	4	\$354,207
INFORMATION	51	26,819	\$9,629,761,894	\$359,063	99	\$35,547,245
FINANCE AND INSURANCE	52	112,584	\$26,162,889,539	\$232,385	14	\$3,253,386
REAL ESTATE AND RENTAL AND LEASING	53	38,105	\$14,623,248,411	\$383,759	7	\$2,686,316
PROFESSIONAL, SCIENTIFIC AND TECHNICAL SERVICES	54	148,133	\$21,147,251,131	\$142,758	58	\$8,279,974
EDUCATIONAL SERVICES	61	70,315	\$4,105,139,223	\$58,382	12	\$700,583
HEALTH CARE AND SOCIAL SERVICES	62	434,516	\$37,778,974,725	\$86,945	6	\$521,670
ARTS, ENTERTAINMENT AND RECREATION	71	40,686	\$3,649,327,804	\$89,694	9	\$807,250
ACCOMMODATION AND FOOD SERVICES	72	272,749	\$11,264,596,186	\$41,300	3	\$123,901
OTHER SERVICES	81	145,866	\$9,189,453,792	\$62,999	7	\$440,994
MANUFACTURING	31-33	540,177	\$104,457,539,275	\$193,377	17	\$3,287,403
TOTAL	N/A	2,309,778	\$291,213,746,337	\$1,868,692	243	\$56,909,270



Table III: Annual Aggregate Wages and State Income Taxes, All Orr Fellows in Indiana by Industry Sector

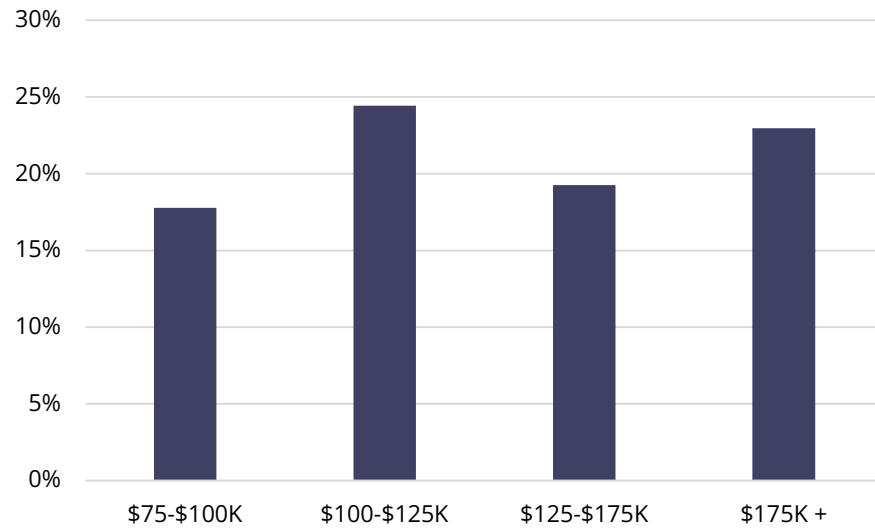
Industry Description	NAICS	Sum of Median Hourly Wage	Orr Fellows	Sum Weekly Median Wages	Aggregate Annual Median Wages	Average Annual Wages	Aggregate Annual State Income Tax
CONSTRUCTION	23	\$295.76	7	\$11,830	\$615,181	\$87,883	\$19,378
RETAIL TRADE	44	\$233.72	4	\$9,349	\$486,138	\$121,534	\$15,313
INFORMATION	51	\$5,456.04	99	\$218,242	\$11,348,563	\$114,632	\$357,480
FINANCE AND INSURANCE	52	\$786.87	14	\$31,475	\$1,636,690	\$116,906	\$51,556
REAL ESTATE AND RENTAL AND LEASING	53	\$407.74	7	\$16,310	\$848,099	\$121,157	\$26,715
PROFESSIONAL, SCIENTIFIC AND TECHNICAL SERVICES	54	\$3,045.61	58	\$121,824	\$6,334,869	\$109,222	\$199,548
EDUCATIONAL SERVICES	61	\$365.22	12	\$14,609	\$759,658	\$63,305	\$23,929
HEALTH CARE AND SOCIAL SERVICES	62	\$310.31	6	\$12,412	\$645,445	\$107,574	\$20,332
ARTS, ENTERTAINMENT AND RECREATION	71	\$321.92	9	\$12,877	\$669,594	\$74,399	\$21,092
ACCOMMODATION AND FOOD SERVICES	72	\$134.94	3	\$5,398	\$280,675	\$93,558	\$8,841
OTHER SERVICES	81	\$330.63	7	\$13,225	\$687,710	\$98,244	\$21,663
MANUFACTURING	31-33	\$939.58	17	\$37,583	\$1,954,326	\$114,960	\$61,561
ALL INDUSTRIES	N/A	\$12,628.34	243	\$505,134	\$26,266,947	\$108,094	\$827,409

To estimate the extended direct, full indirect and full induced impacts, the inputs used in our modeling were drawn from our coding of occupations and industries provided by Orr Fellow alumni on their LinkedIn and other public profiles. While the full breakout of employment and earnings by specific industry subsector appears in the Appendix, the summary data by industry with median wages appended from the Bureau of Labor Statistics is represented above in Table III. This table also provides the estimated annual income tax paid to Indiana (flat 3.15% of wages), highlighted in yellow. In 2023 (the last full year of available data), we estimate that Orr Fellow alumni in Indiana contributed **\$827,409 in state income taxes** to Indiana.

It is important to note the estimates of both salary and the affiliated income tax paid by alumni are conservative in nature. Orr Fellowship alumni are top-performing professionals and likely exceed the median salary in each of their chosen professions. However, keeping with the median rate for our calculations ensures we are not overstating their impact, and the economic impact on the state is impressive, nonetheless. Although limited to the 172 respondents who opted to answer our survey question on salary, as the figure below highlights, the reported ranges from alumni do indeed skew higher than the expected median average salary.



Figure IV: Annual Salary Ranges, Survey Respondents



After translating the general role descriptions provided by Fellows and employers of record, we next took the 243 retained Fellows and their estimated aggregated annual earnings (\$26.27 million) into the IMPLAN modeling software. To ensure the most accurate modeling possible, these jobs were entered into 35 unique industry sub-sectors (related to NAICS codes, but IMPLAN-specific) as part of the overall modeling. The full breakdown of these sectors and counts of Orr Fellow employees appear in the Appendix.

Table IV: Summary of Annual Economic Impact, Orr Fellows Retained in Indiana

Impact Level	Employment	Labor Income*	Goods, Services and TOPI	Value Added to GDP
DIRECT	243.00	\$37,934,782	\$21,138,480	\$59,073,262
INDIRECT	241.38	\$16,002,571	\$7,939,359	\$23,941,930
INDUCED	240.84	\$13,908,222	\$11,021,567	\$24,929,789
ALL LEVELS	725.21	\$67,845,575	\$40,099,405	\$107,944,981

Table IV above highlights the top-line impact of Orr Fellows in their roles (direct impact), the supply chain impact their employment has on other industries (indirect impact), and the induced impact they and indirect impact/supply chain employees have on their communities writ large when spending their paychecks in Indiana. The first point of validation is the labor income estimated from IMPLAN (highlighted in yellow). As expected, this number is higher than the wage data we calculated from the Bureau of Labor Statistics because it also estimates and includes the cost of employer-paid benefits and annual wages, as is standard for IMPLAN modeling.

All told, in 2023 dollars, Orr Fellow alumni working in Indiana earned nearly \$38 million in labor income. Similarly, and encouraging when compared to our initial LightCast-derived estimate of GRP contribution, the IMPLAN modeling indicates that in 2023, Orr Fellows contributed \$59.1 million to Indiana's GRP through their employment. This number is only slightly higher than the basic estimate from LightCast of \$56.9 million, well within an acceptable margin of error.

Extending this analysis forward to the indirect and induced levels because of the presence of Orr Fellow alumni working in Indiana, an additional 482 new jobs were created (241.38 Indirect, 240.84 Induced), generating an additional \$30 million in labor income for the state (\$16 million indirect, \$13.9 million induced). In total, indirect and induced employees contributed an additional \$49 million to Indiana's GRP (\$23.9 million indirect, \$24.9 million induced).



In addition to the income tax contributions estimated earlier, employment in these industries by Orr Fellow alumni also drives increases in the taxes that can be collected at the sub-county, county, state and federal levels. These numbers are also estimated by IMPLAN and appear in detail in Table V below.

Table V: Summary Annual Tax Revenue, Orr Fellows Retained in Indiana

Impact Level	Sub County General	Sub County Special Districts	County	State	Federal	Totals
DIRECT	\$423,167	\$444,446	\$265,749	\$2,959,193	\$8,211,613	\$12,304,169
INDIRECT	\$189,690	\$204,001	\$120,273	\$1,297,943	\$3,457,813	\$5,269,721
INDUCED	\$269,755	\$326,963	\$179,624	\$1,731,362	\$3,225,601	\$5,733,305
ALL LEVELS	\$882,612	\$975,411	\$565,647	\$5,988,498	\$14,895,027	\$23,307,195

Circle





The figure below summarizes the annual economic impact of Orr Fellow alumni working in Indiana.

Annual Economic Impact: Orr Fellows Alumni Working in Indiana

EMPLOYMENT & EARNINGS	VALUE ADDED TO INDIANA GDP	TAX REVENUE (FROM ALUMNI, SUPPLY CHAIN AND INDUCED)
<p>ORR ALUMNI</p> <p>234 JOBS</p> <p>\$37.9M EARNINGS</p>	<p>ORR ALUMNI</p> <p>\$59.1M EARNINGS</p>	<p>SUB-COUNTY</p> <p>\$1.86M EARNINGS</p>
<p>SUPPLY CHAIN</p> <p>241 JOBS</p> <p>\$16M EARNINGS</p>	<p>SUPPLY CHAIN</p> <p>\$23.9M EARNINGS</p>	<p>COUNTY</p> <p>\$566K EARNINGS</p>
<p>INDUCED INDUSTRIES</p> <p>241 JOBS</p> <p>\$13.9M EARNINGS</p>	<p>INDUCED INDUSTRIES</p> <p>\$24.9M EARNINGS</p>	<p>STATE</p> <p>\$14.9M EARNINGS</p>



ENTREPRENEURISM AND ORR ALUMNI

In addition to the vital economic impact Orr Fellowship alumni bring to Indiana after completing the program, they also engage in entrepreneurial activities at a rate that far exceeds what is typically observed among the general Hoosier population.

The Ewing Marion Kauffman Foundation's 2021 analysis (accessible at [Indiana 2020 Snapshot | Early-Stage Entrepreneurship - Kauffman Indicators of Entrepreneurship](#)) outlines indicators related to entrepreneurship in the United States and allows users to view state-specific data. The series provides indicators including the percentage of the population that started a new business, the percentage of new entrepreneurs who created a business by choice instead of necessity, the average number of jobs created by startups in their first year (normalized by population), and the percentage of startups that are still active after one year.²

Nationally, the study reports a mere **0.36%** of all citizens launch new enterprises annually, while in Indiana, it is **0.23%** of all individuals. Based on our survey responses, **21%** of Orr Fellow respondents indicated they started a business after completing the Orr Fellowship program – a rate that is **912% higher** than the statewide average.

Equally notable, 81.48% of these Orr entrepreneurs shared their new ventures were located in Indiana, with nearly 33% employing at least one individual on a full-time basis in addition to the founder.



2 "Kauffman Indicators of Entrepreneurship" [Startup Early Survival Rate - Kauffman Indicators of Entrepreneurship](#)



ECONOMIC IMPACT OF
ORR FELLOWS DURING
PROGRAM PARTICIPATION



The previous section estimates the economic impact of Orr Fellows after program completion, but it is also important to consider the economic impact of *active* Orr Fellows on Indiana. To estimate the value they contribute to the state's industries, we again use IMPLAN economic modeling software for a snapshot analysis of one year of Orr Fellows as they work in industries.

Based on the latest cohort of active Fellows (comprised of both first- and second-year participants), 109 full-time employees are learning valuable skills *and* contributing to the economic output of Indiana-based employers. Table VI below reports the current industry distribution of these Fellows at the most general two-digit NAICS level. Aggregate salary by industry, a required input for economic impact modeling, is based on current program parameters that we estimate to be a salary of \$55,000³ per Fellow.

Table VI: Current Active Fellows by Industry of Assignment

NAICS	Industry Description	Active Fellows	Aggregate Wages
22	UTILITIES	1	\$55,000
23	CONSTRUCTION	2	\$110,000
31-33	MANUFACTURING	7	\$385,000
44	RETAIL TRADE	2	\$110,000
48	TRANSPORTATION AND WAREHOUSING	1	\$55,000
51	INFORMATION	37	\$2,035,000
52	FINANCE AND INSURANCE	7	\$385,000
53	REAL ESTATE AND RENTAL AND LEASING	1	\$55,000
54	PROFESSIONAL, SCIENTIFIC AND TECHNICAL SERVICES	22	\$1,210,000
55	MANAGEMENT OF COMPANIES AND ENTERPRISES	10	\$550,000
62	HEALTH CARE AND SOCIAL ASSISTANCE	11	\$605,000
71	ARTS, ENTERTAINMENT AND RECREATION	2	\$110,000
72	ACCOMMODATION AND FOOD SERVICES	3	\$165,000
81	OTHER SERVICES (EXCEPT PUBLIC ADMINISTRATION)	3	\$165,000
N/A	ALL	109	\$5,995,000

³ Raises and final compensation are determined by the partnering employer and performance of Orr Fellows on the job, but each position pays at minimum \$55,000 annually.

Entering these salary totals into the IMPLAN modeling software estimates the economic impact on the state detailed in the tables below. From a top-line perspective, the current class of Orr Fellows' *direct* involvement as employees in their respective industries produces **\$3.39 million** in goods, services and TOPI.

Indirectly, their work also contributes to 43.4 FTE supply-chain jobs and another 45.25 FTE-induced positions when they spend their earnings in the community. All told, the additional jobs that depend on Orr Fellows in the workforce generate just over \$5.4 million in wages for the workers and nearly \$3.5 million in additional goods, services and TOPI as value added to the state's GDP.

Table VII: Economic Impact, Current Orr Fellows

	Employment	Labor Income	Value Added	Value Add (Less Salaries)
DIRECT	109.00	\$7,351,722	\$10,745,228	\$3,393,506
INDIRECT	43.40	\$2,826,320	\$4,244,869	\$1,418,549
INDUCED	45.25	\$2,612,311	\$4,688,904	\$2,076,592
TOTAL	197.65	\$12,790,353	\$19,679,001	\$6,888,648

These jobs, earnings and value add also generate tax revenue for governments at all levels. As direct industry employees, Orr Fellows alone generate **\$2.43 million** annually in tax revenue across all levels of government. If the employment, wages and value added generated at the indirect and induced levels are included, then Orr Fellows play a critical role in generating **\$4.39 million** in annual tax revenue. Table VIII below breaks out the contribution to tax revenue by level of government and level of impact (direct, indirect, induced).

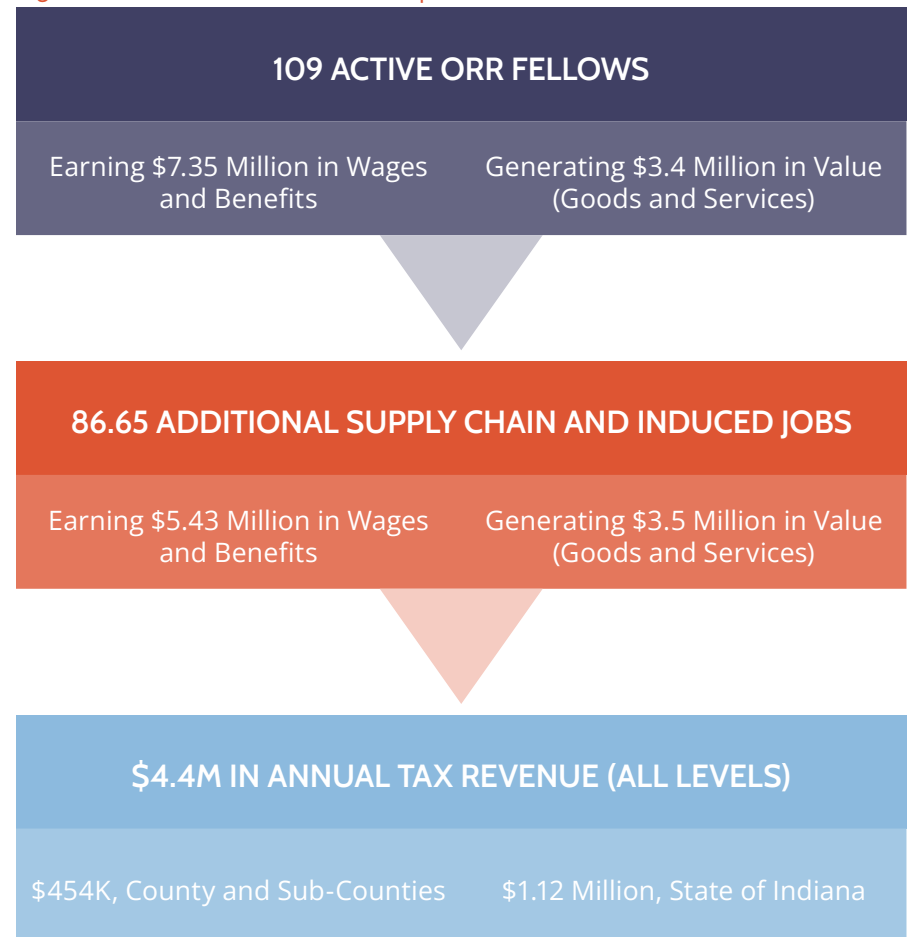


Table VIII: Tax Revenue by Government and Impact Level, Active Orr Fellows

	Sub-County General	Sub-County Special Districts	County	State	Federal	Total
DIRECT	\$87,082	\$93,749	\$55,250	\$593,627	\$1,595,712	\$2,425,420
INDIRECT	\$27,363	\$27,369	\$16,876	\$196,056	\$614,483	\$882,147
INDUCED	\$50,951	\$61,757	\$33,927	\$327,013	\$609,209	\$1,082,857
TOTAL	\$165,396	\$182,874	\$106,054	\$1,116,696	\$2,819,404	\$4,390,425

In summary, the figure below shows the top-line totals of economic output of 109 active Orr Fellows on the state of Indiana. Their presence in the workforce creates an additional 88.65 FTE jobs, producing just over \$5.43 million in labor income⁴ for the additional jobs dependent on the presence of Fellows in the workforce. All told, these 88.65 jobs and the 109 positions held by active Fellows generate nearly \$6.9 million in value for goods and services produced and lead to nearly \$4.4 million in tax revenue across all levels of government. These numbers form the basis of the return on investment calculations below.

Figure VI: The Annual Economic Output of Active Orr Fellows⁵



4 This number EXCLUDES the estimate \$7.35 million in wages paid to Orr Fellows directly.

5 Based on the current 109 active Fellows.

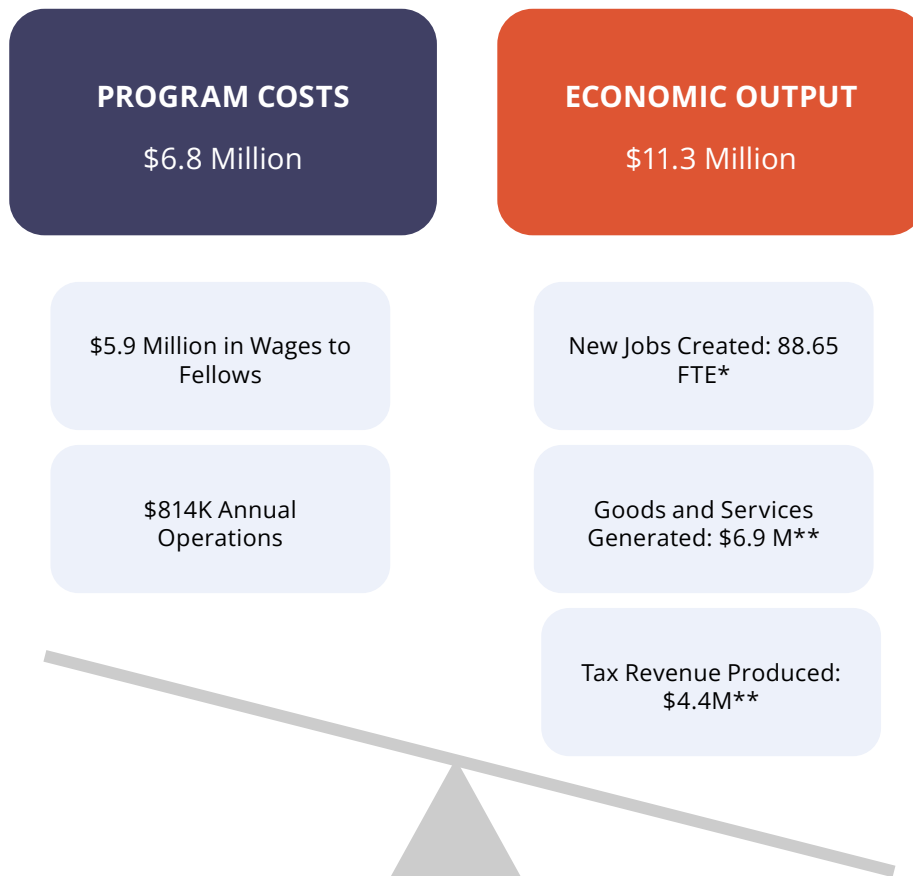


Return on Annual Investment

To calculate the annual return on investment for Orr Fellowship, we focus on two categories of expenses associated with the program: 1) Employer wages paid to the participants, and 2) Annual operating costs of the program. Using our estimate of \$55,000 in annual wages for each Fellow, the annual employer cost is **\$5.99 million**. It is important to note these expenses are not directly borne by Orr Fellowship itself, which has a total operating budget of **\$813,944** for the current year.

Based on these estimates after the cost of Fellow salaries and the program's operating budget, the annual ROI for the program is approximately **\$4.5 million** in generated goods, services and taxes. Scaling the program to include additional fellowships and an expanded operating budget to handle an influx of new participants and the vital support, professional development and community-building services the program provides would generate a proportionate increase in annual ROI.

Figure VII: Costs vs Output, Current Orr Program Year



To scale an estimated impact at 200, 300 and 500 active Fellows, we use ratios as multipliers of the known impact of 109 Fellows. Specifically, these can be calculated by dividing the new level (200, 300 or 500) by the known level (109) and using the resulting ratio as a multiplier of ROI, jobs created, value of goods and services, and tax revenue. These ratios appear in the table below.

Table IX: Ratio Calculations to Estimate Scaled Impact of Program Expansion

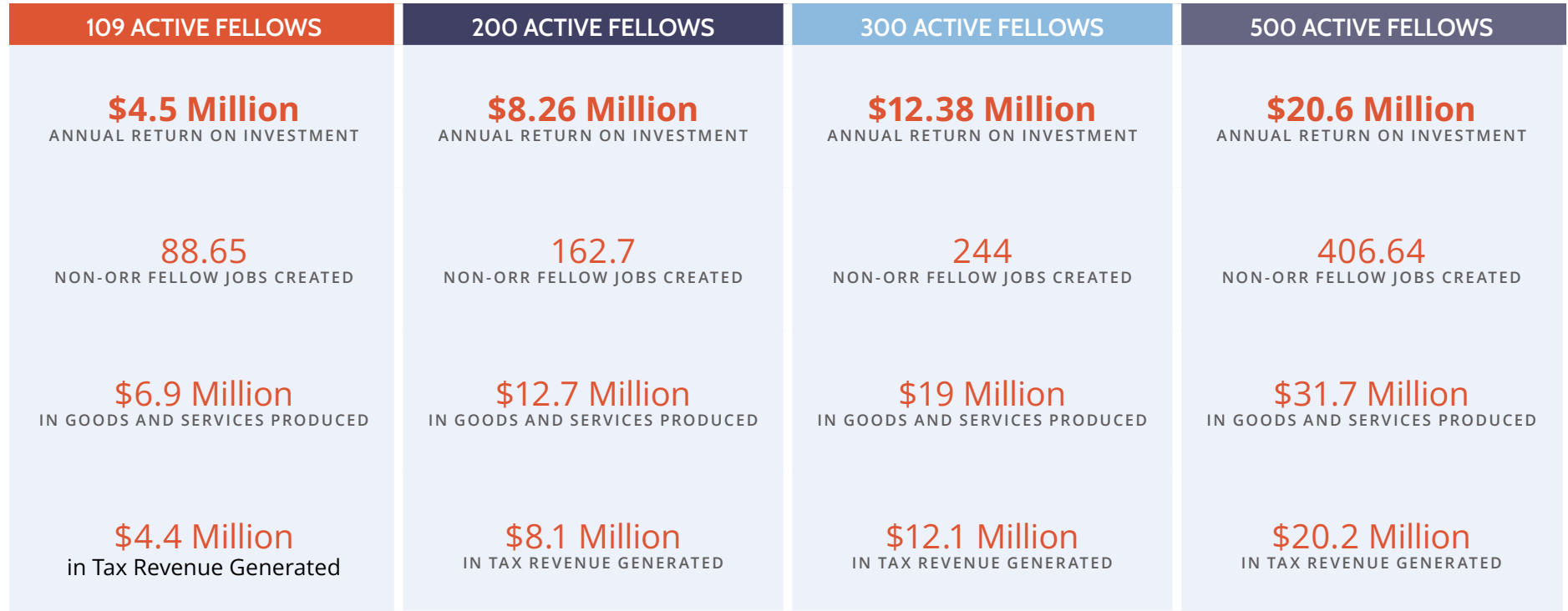
Orr Fellows	Ratio Calculation	Ratio Applied to Scaling
109	=109/109	1
200	=200/109	1.835
300	=300/109	2.752
500	=500/109	4.587

Applying these ratios to the various potential levels of program size as defined by the number of active Fellows yields the estimated changes in ROI, jobs created, sales of goods and services, and taxes presented in the figure below.

*Includes Indirect and Induced Jobs **Direct, Indirect and Induced Levels



Figure VIII: Scaled Program Size and Estimated Potential Return on Investment





ALUMNI SURVEY KEY FINDINGS



In addition to the data analysis and economic impact research above, this study also included developing, releasing and analyzing a multi-factor alumni survey. First, we will discuss the survey design and then review critical findings. All questions, corresponding graphs and charts are in Appendices A and B.

Survey Design & Response Rates

The alumni survey was created in concert with Orr Fellowship representatives to collect supplemental data on industry of employment, earnings and location/retention, as well as garner additional insight on entrepreneurship, civic engagement and reasons for remaining in the state of Indiana.

Many of these insights have been included in the sections above, and the Appendix includes the full set of questions, responses and exploratory graphs and figures. In this section, we highlight key demographic breakdowns of respondents, their degree of civic engagement, and their overall sentiment toward the Hoosier state.

Trends are based on the responses of 172 alumni, a rate of response approaching 40% of all individuals contacted. Of note, not all respondents answered all questions, resulting in some fall-off in responses by question.





DEMOGRAPHICS

The demographic profile of the respondents was balanced with a ratio of 51% female to 49% male. Distributed by age, the largest category of respondents comprised recent, younger graduates. Additionally, the majority of respondents (66.7%) indicated that they currently reside in Indiana. Figures IX and X below highlight the year of program completion and state of residence of respondents, respectively.

Figure IX: Program Completion Year, Survey Respondents

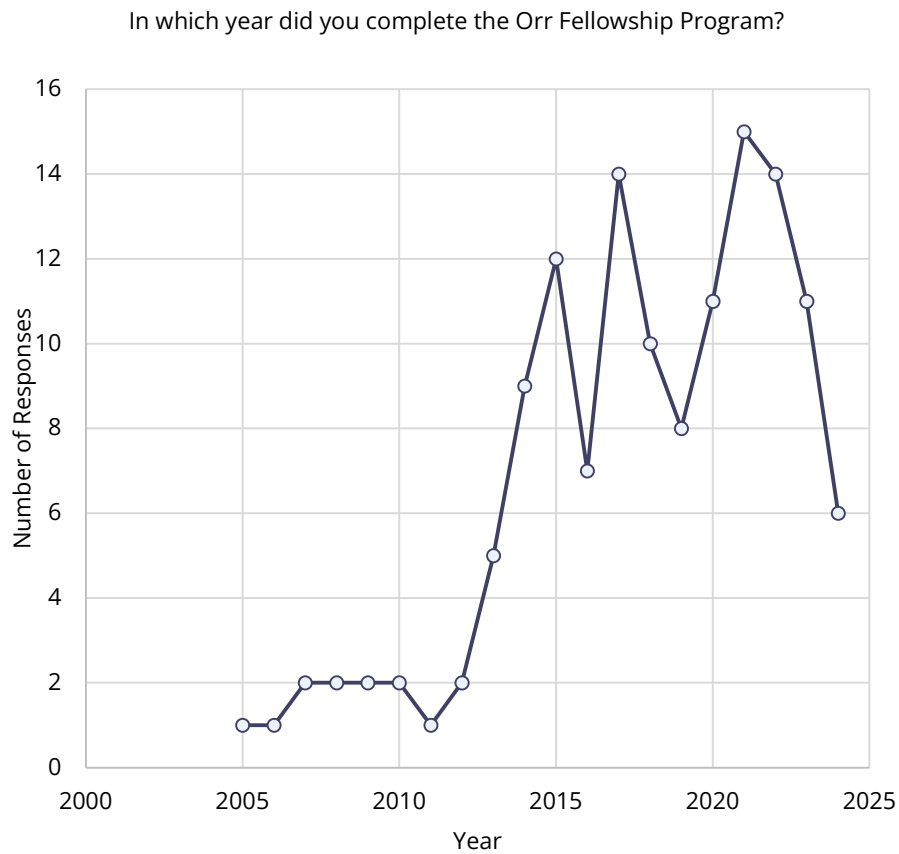
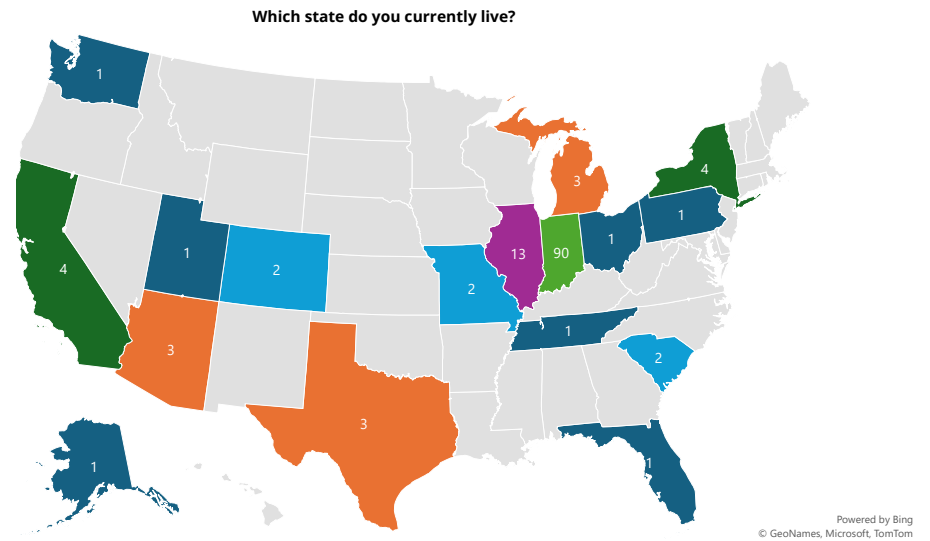


Figure X: State-by-State Distribution of Responses





INDUSTRY OF EMPLOYMENT

The respondents covered a wide array of self-identified industry sectors and sub-sectors. In terms of general groupings, a plurality of respondents indicated that they worked in the Professional, Scientific or Technical Services field (28%), with the next three largest sectors reported as Information/IT (13.8%), Other Services (e.g., Nonprofits, 11.3%) and Finance and Insurance (8.18%). Full results for all industries can be found in the Appendix.

ENTREPRENEURIALISM

Though highlighted in its own section above, it is worth noting that a full 21% of respondents indicated that they have started their own business since completing the program. Approximately 81.5% of those businesses were started in Indiana with 31.8% of all Fellows creating at least one FTE job in addition to their role as founder. As of the time of this survey, 92% of Orr Fellow-founded businesses are still run by the Orr founder with the remaining 8% reported as being sold after launch. In addition to starting a business, Orr Fellows reported owning investment property, investing in an additional business that they did not start, or serving as a freelance consultant to a business or government entity.

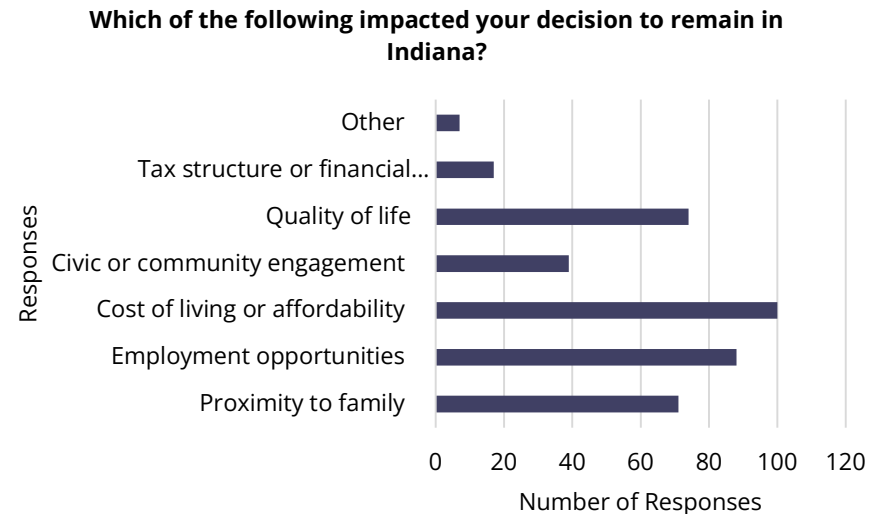
CIVIC PARTICIPATION

Orr Fellowship alumni have a high rate of civic participation, likely due to the community engagement and civic-mindedness of the program. After completion, 44% of respondents indicated they serve as a volunteer with a nonprofit or civic organization. Of this group, a large percentage indicated they serve as a board member, and a smaller, but not insignificant, segment indicated they have been elected by their peers to leadership positions within volunteer organizations.

SENTIMENT TOWARD INDIANA

Closely related to the remarkable retention rates that alumni self-reported and that we found in a review of internal Orr data is that these alumni, by and large, have strong, positive sentiments about the Hoosier state. Even those who left the state overwhelmingly did so to accept an offer of employment outside of the state. The top reasons listed for remaining in Indiana after completion of the Fellowship highlight this positive sentiment: Favorable cost of living, high quality of life and excellent employment opportunities. Figure XI below illustrates all reported reasons for remaining in Indiana by frequency of response.

Figure XI: Reasons Cited for Remaining in Indiana



As a final general overarching theme, it is worth stating again how high the response rate for this survey was. While most surveys are considered a success if 6-8% of the entire sample responds, Orr alumni came out in force with nearly half of all surveyed taking the time to respond. This alone is a strong indication of the lasting sense of commitment to the Orr Fellowship program. With such a strongly engaged base of alumni, it is a testament to both Orr Fellowship staff and the strong sense of community engendered in participants while active in the program.





CONCLUSION




Through the course of this analysis, we have highlighted:

 The superior retention rates of Orr Fellowship alumni in the state of Indiana that far exceed trends across all Indiana institution graduates.

 The economic prowess of Orr alumni active in Indiana by annually contributing \$107.9 million in value added to GDP, accounting for \$67.8 million in labor income and \$23.9 million in tax revenue. These numbers are driven by the 243 alumni currently working in Indiana and the 482 supply chain and induced jobs created by their presence in the state's economic ecosystem.

 The positive economic impact of active participants in the program who generate \$11.3 million in economic output (value added to GDP and tax revenue) and whose presence in the workforce supports 88.65 additional FTE jobs in the state (in addition to the 109 employed Fellows themselves).

 The annual return on investment for the Orr Fellowship is net positive, with operational costs of \$814,000 and \$5.99 million in employer-paid wages to Fellows. In exchange, these active Fellows produce \$11.3 million in annual economic output, leading to a positive annual ROI of \$4.5 million.

In dollars and cents, the program's overall value to the state of Indiana is striking. In addition to this quantified value, the sense of community engendered by the program via survey responses and a general review of the entrepreneurial rate among graduates is also invaluable. Orr alumni are defying the downward trend in civic engagement by actively participating in their communities as volunteers, board members and civic leaders at a rate of nearly 50%.

All told, with an annual return on investment, an active network of engaged alumni contributing to the state's economy long after graduation, and a positive, significant uptick in talent retention for the state, Orr Fellowship makes a significant impact with a relatively small operating budget. Scaling this program to allow for an even larger economic footprint for Indiana would, undoubtedly, serve the state of Indiana well both now and into the future.





APPENDIX A: ALUMNI SURVEY QUESTIONS



Appendix A outlines the questions found within the alumni survey.

Orr Fellowship Alumni Survey 2024

Introduction Text

“The Orr Fellowship, in tandem with TPMA, is conducting an economic analysis that will assess the long-term impact on both its participants and the state of Indiana.

As part of this study, we seek valuable input and feedback from past program participants, such as yourself.

This survey should take no more than 10 minutes to complete, and all responses will be anonymous.”

1. Are you currently:
 - Employed
 - Self-Employed
 - Retired
 - Unemployed (actively seeking work)
 - Not participating in the labor force (neither employed nor seeking employment)
 - None of the Above
2. Please select the industry that best describes your current employment.
 - Agriculture, Forestry, Fishing, and Hunting
 - Mining, Quarrying, and Oil and Gas Extraction
 - Utilities
 - Construction
 - Manufacturing
 - Wholesale Trade
 - Retail Trade
 - Transportation and Warehousing
 - Information
 - Finance and Insurance
 - Real Estate and Rental and Leasing
 - Professional, Scientific, and Technical Services
 - Management of Companies and Enterprises
 - Administrative and Support and Waste Management and Remediation Services
3. What specific industry are you employed in? Fill in the blank.
4. What is the name of your employer? Fill in the blank.
5. What is your current job/position title? Fill in the blank.
6. Since completion of the Orr Fellowship Program, have you founded or started a business, side business, or invested in entrepreneurialism?
 - Yes
 - If yes, in which state was or is your business headquartered?
 - Alphabetical dropdown menu of 50 States and Puerto Rico
 - If yes, how many full-time equivalent positions exist or existed at your business at its peak? Fill in the blank.
 - If yes, please select the industry that best describes the sector of your business.
 - Agriculture, Forestry, Fishing, and Hunting
 - Mining, Quarrying, and Oil and Gas Extraction
 - Utilities
 - Construction
 - Manufacturing
 - Wholesale Trade
 - Retail Trade
 - Transportation and Warehousing
 - Information
 - Finance and Insurance
 - Real Estate and Rental and Leasing
 - Professional, Scientific, and Technical Services
 - Management of Companies and Enterprises
 - Administrative and Support and Waste Management and Remediation Services
 - Educational Services
 - Health Care and Social Assistance
 - Arts, Entertainment, and Recreation
 - Accommodation and Food Services
 - Other Services (except Public Administration)
 - Government
 - Educational Services
 - Health Care and Social Assistance
 - Arts, Entertainment, and Recreation
 - Accommodation and Food Services
 - Other Services (except Public Administration)
 - Government



- If yes, have you sold your business?
 - o Yes
 - o No
 - If yes, how old were you when you started your business? Fill in the blank.
 - If yes, in addition to starting a business, do you engage in any of the following entrepreneurial activities outside of the State of Indiana?
 - o Own investment property
 - o Investor in a business
 - o Consultant to a business or government entity
 - o Other (please describe): Fill in the blank.
 - If yes, in addition to starting a business, do you engage in any of the following entrepreneurial activities within the State of Indiana?
 - o Own investment property
 - o Investor in an Indiana-based business
 - o Consultant to an Indiana-based business or government entity
 - o Other (please describe): Fill in the blank.
 - o No
7. After completion of Orr Fellowship, did you remain in Indiana for at least 6 months?
- o Yes
 - If yes, how long have you remained in Indiana?
 - o More than 6 months, but less than 1 year
 - o More than 1 year, but less than 3 years
 - o More than 3 years, but less than 5 years
 - o More than 5 years, but less than 10 years
 - If yes, which of the following impacted your decision to remain in Indiana? Please select all that apply.
 - o Proximity to family
 - o Employment Opportunities
 - o Cost of Living and Affordability
 - o Civic or community engagement
 - o Quality of life
 - o Tax structure or financial considerations
 - o Other (please describe): Fill in the blank.
 - o No
 - If no, which of the following impacted your decision to leave Indiana? Please select all that apply.
 - o Proximity to family
 - o Employment Opportunities
 - o Cost of living or affordability
 - o Quality of life
 - o Tax structure or financial considerations
 - o Other (please describe): Fill in the blank.
8. If not for Orr Fellowship, how likely would you have been to remain within Indiana?
- o 0-25%
 - o 25-50%
 - o 50-75%
 - o 75%-100%
9. After completion of Orr Fellowship, have you (please select all that apply)?
- o Served as a member of a non-profit, volunteer, or civic organization
 - o Served as a board member for a non-profit, volunteer, or civic organization
 - o Served in an elected leadership role for a non-profit, volunteer, or civic organization.
 - If any of the above, which of the following non-profit, volunteer, or civic organizations have you served as a member of?
 - o Religious or faith-based organizations
 - o Community-service based organizations (Lions Club, Masons, etc.)
 - o Economic, workforce, or community development organizations (local workforce board, local Chamber of Commerce, local community improvement boards, etc.)
 - o Political organizations
 - o Leadership or networking-based organizations (Rotary, Toastmasters, etc.)
 - o Youth development organization (Little League, Scouting USA, etc.)
 - o Other (please describe): Fill in the blank.
 - o None of the Above



10. What city do you currently live? Fill in the blank.
11. Which state do you currently live? Fill in the blank.
12. Which year did you complete the Orr Fellowship Program? Fill in the blank.
13. Which year were you born? Fill in the blank.
14. Which gender do you most closely identify with?
 - Female
 - Male
 - Non-Binary
 - None of the Above
15. What is your current salary range?
 - Less than \$25,000
 - \$25,000 - \$50,000
 - \$50,000 - \$75,000
 - \$75,000 - \$100,000
 - \$100,000 - \$125,000
 - \$125,000 - \$175,000
 - \$175,000 or more
 - Prefer not to disclose.





APPENDIX B: ALUMNI SURVEY CHARTS AND GRAPHS



Figure 1A: Type of Employment; Orr Fellow Responses (n=159)

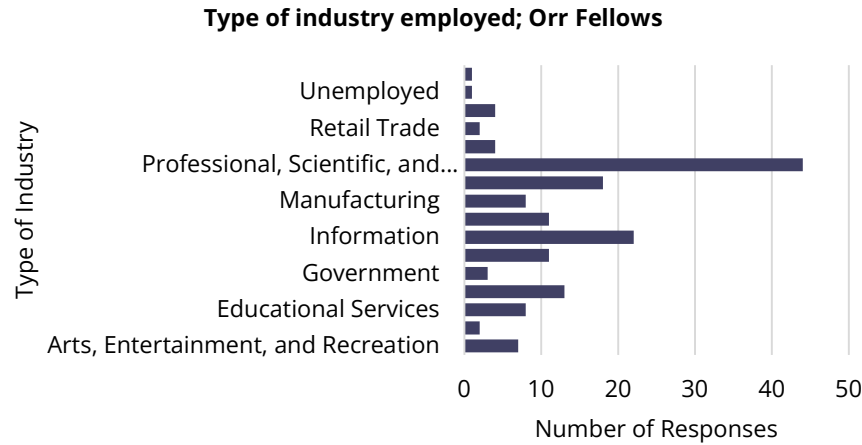


Figure 3A: Business Headquarters; Orr Fellow Responses (n=26)

In which state was or is your business headquartered?

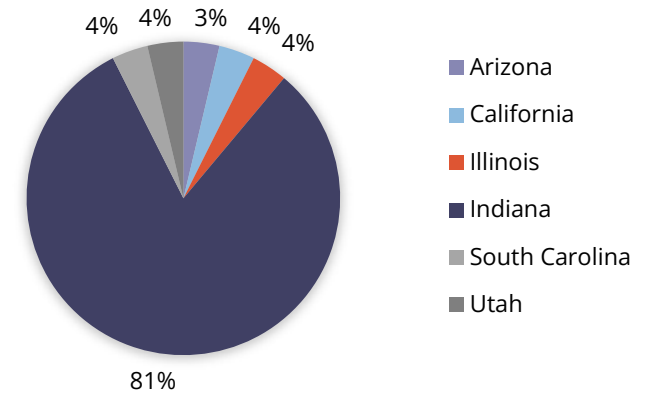


Figure 2A: Entrepreneurship; Orr Fellow Responses (n=147)

Since completion of the Orr Fellowship Program, have you founded or started a business, side business, or invested in entrepreneurialism?

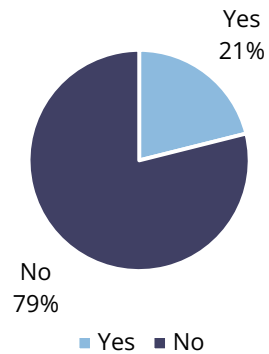


Figure 4A: Full-time Positions; Orr Fellow Responses (n=26)

How many full-time equivalent positions exist or existed at your business at its peak?

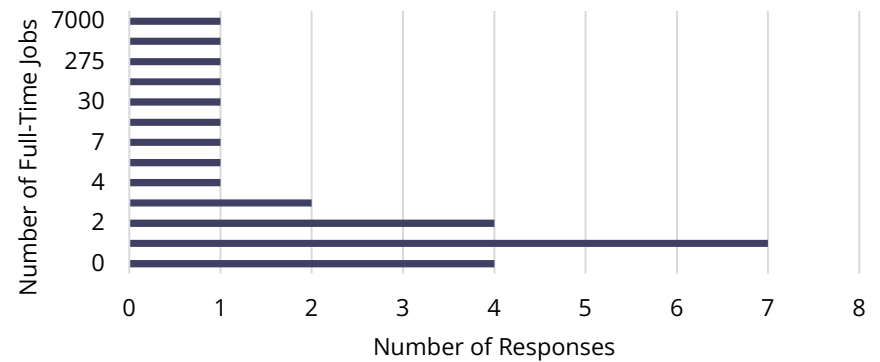




Figure 5A: Business Industry; Orr Fellow Responses (n=26)



Figure 7A: Age; Business Startup; Orr Fellow Responses (n=26)

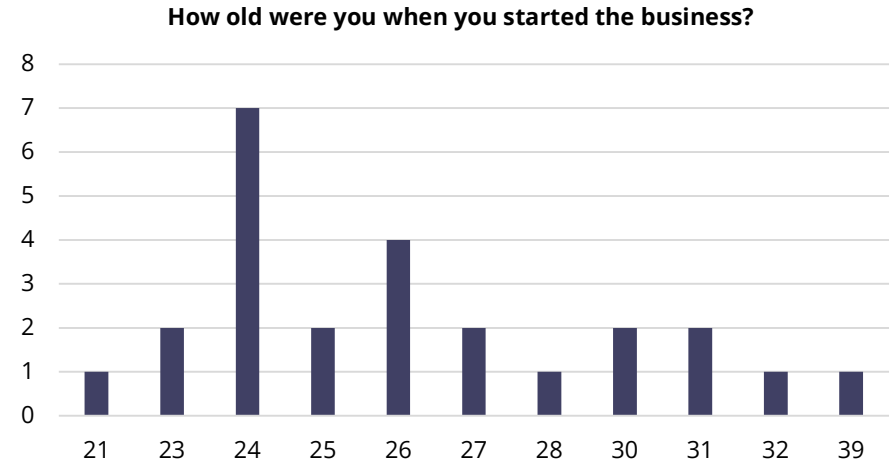


Figure 6A: Business Sale; Orr Fellow Responses (n=26)

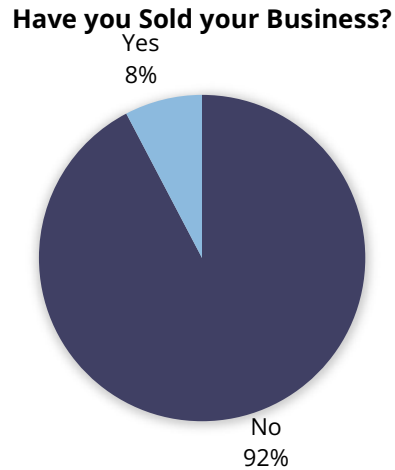


Figure 8A: Entrepreneurial Activities; Orr Fellow Responses (n=26)

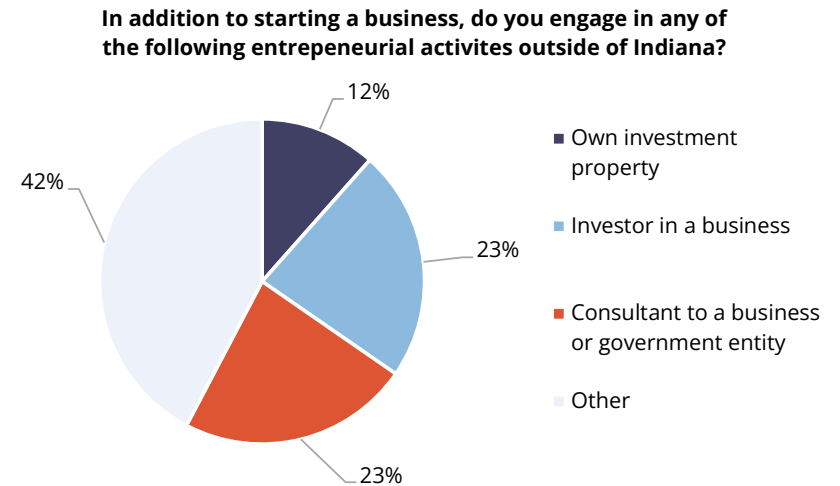




Figure 9A: Entrepreneurial Activities; Orr Fellow Responses (n=33)

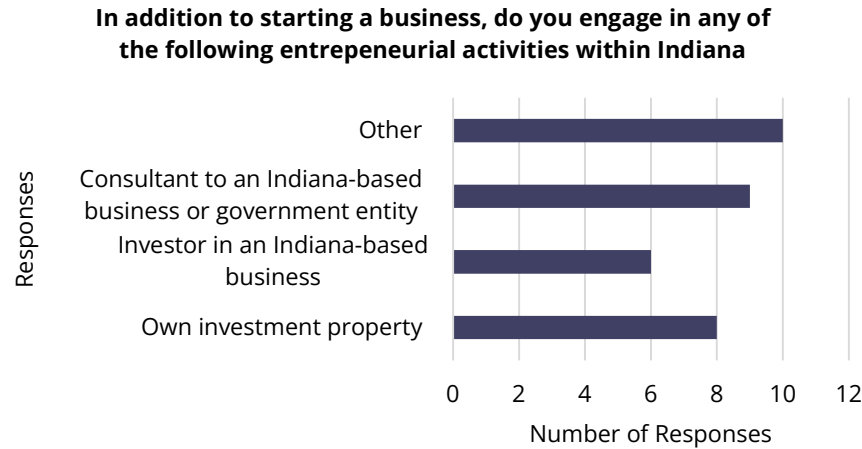


Figure 11A: Length of Retention; Orr Fellow Responses (n=120)

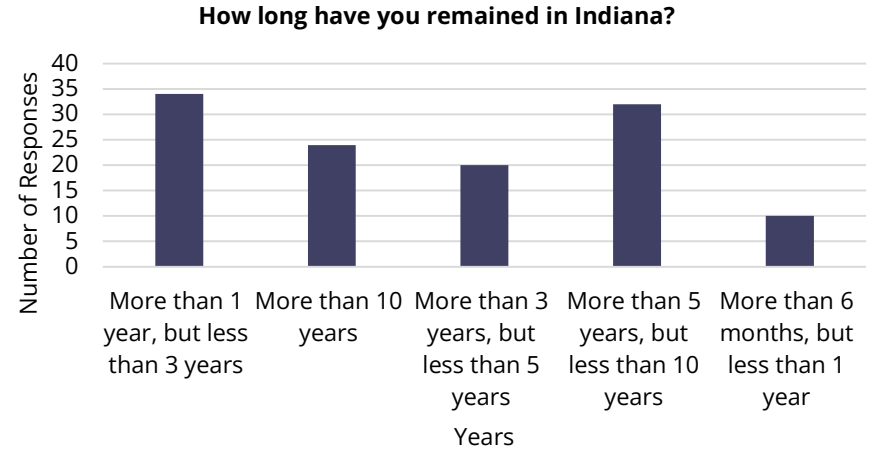


Figure 10A: Retention; Orr Fellow Responses (n=141)

After completion of Orr Fellowship, did you remain in Indiana for at least six months?

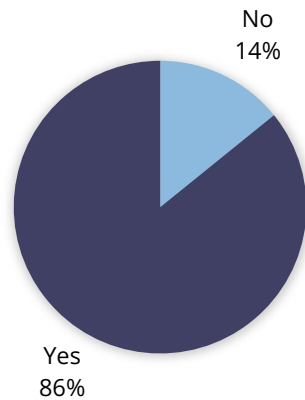


Figure 12A: Rationale to Leave Indiana; Orr Fellow Responses (n=29)

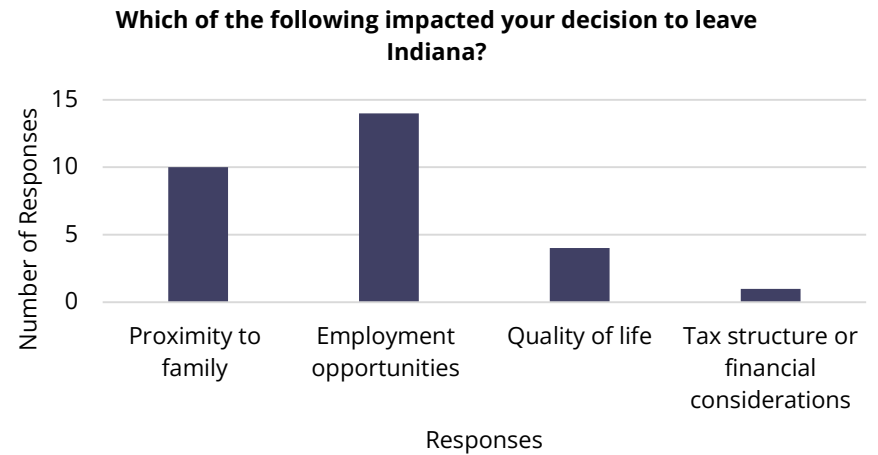




Figure 13A: Orr Fellowship Retention; Orr Fellow Responses (n=138)

If not for Orr Fellowship, how likely would you have been to remain within Indiana?

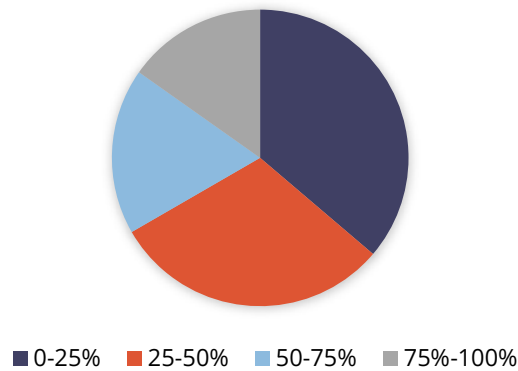


Figure 15A: Orr Fellowship Retention; Orr Fellow Responses (n=140)

Which of the following non-profit, volunteer, or civic organizations have you served as a member?



Figure 14A: Civic Participation; Orr Fellow Responses (n=184)

After completion of the Orr Fellowship, have you (please select all that apply)?

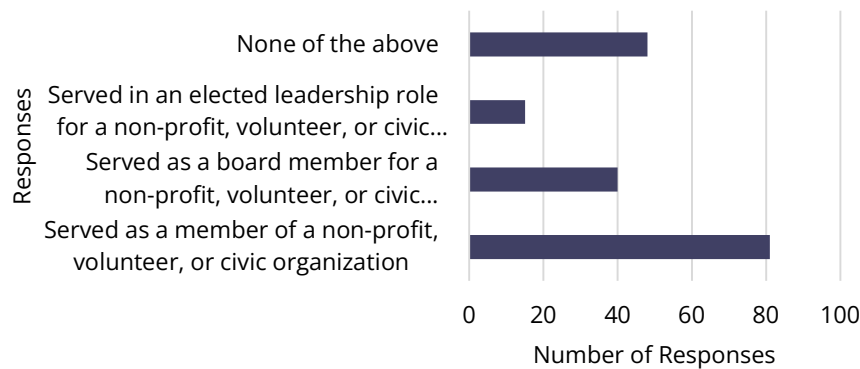


Figure 16A: Country; Orr Fellow Responses (n=135)

What Country do you live in?

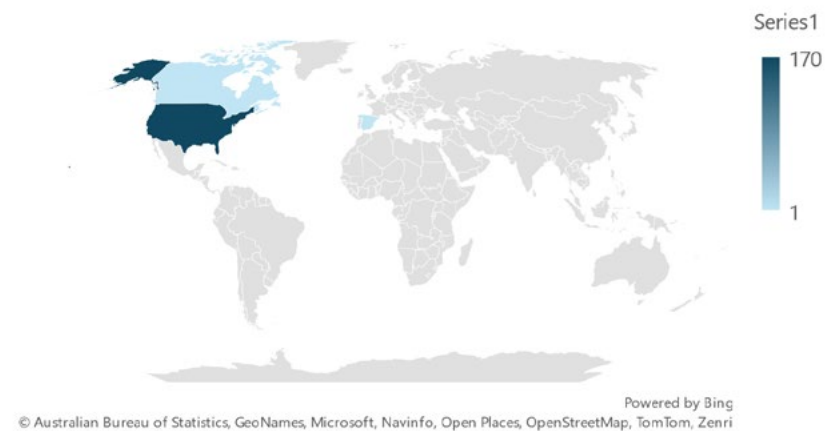




Table 17A: Year Born; Orr Fellow Responses (n=135)

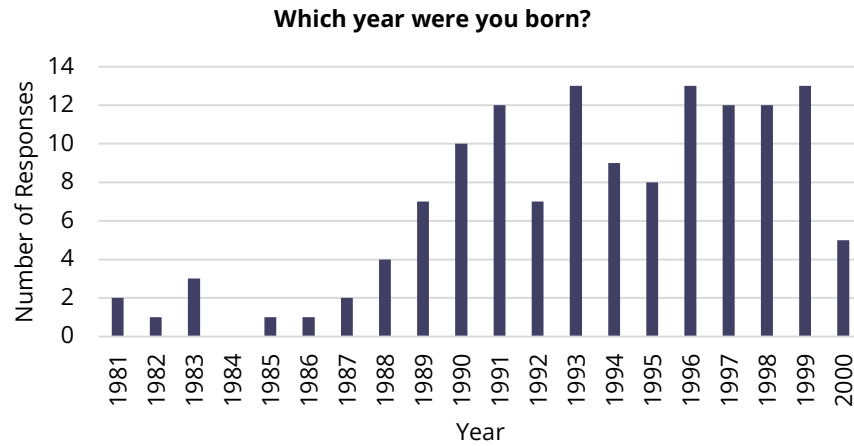


Table 19A: Annual Salary; Orr Fellow Responses (n=135)

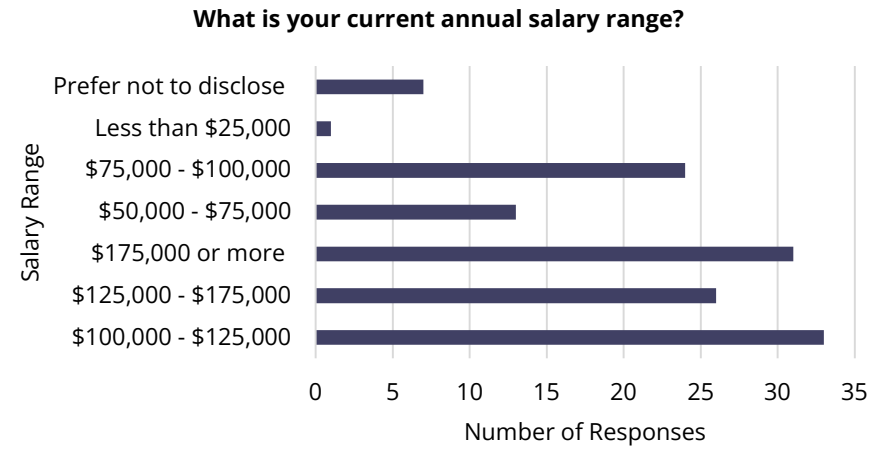
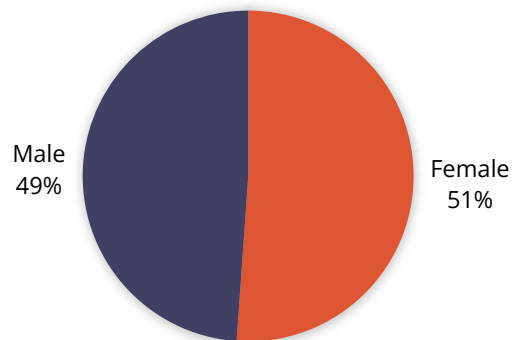


Figure 18A: Gender; Orr Fellow Responses (n=135)

Which gender do you most likely identify with?





APPENDIX C: RETENTION
RATES SUPPLEMENTAL
DATA AND CHARTS



Figure 20A: Orr Fellows vs. Comparable Graduates, Retention in Indiana 1 Year After Graduation

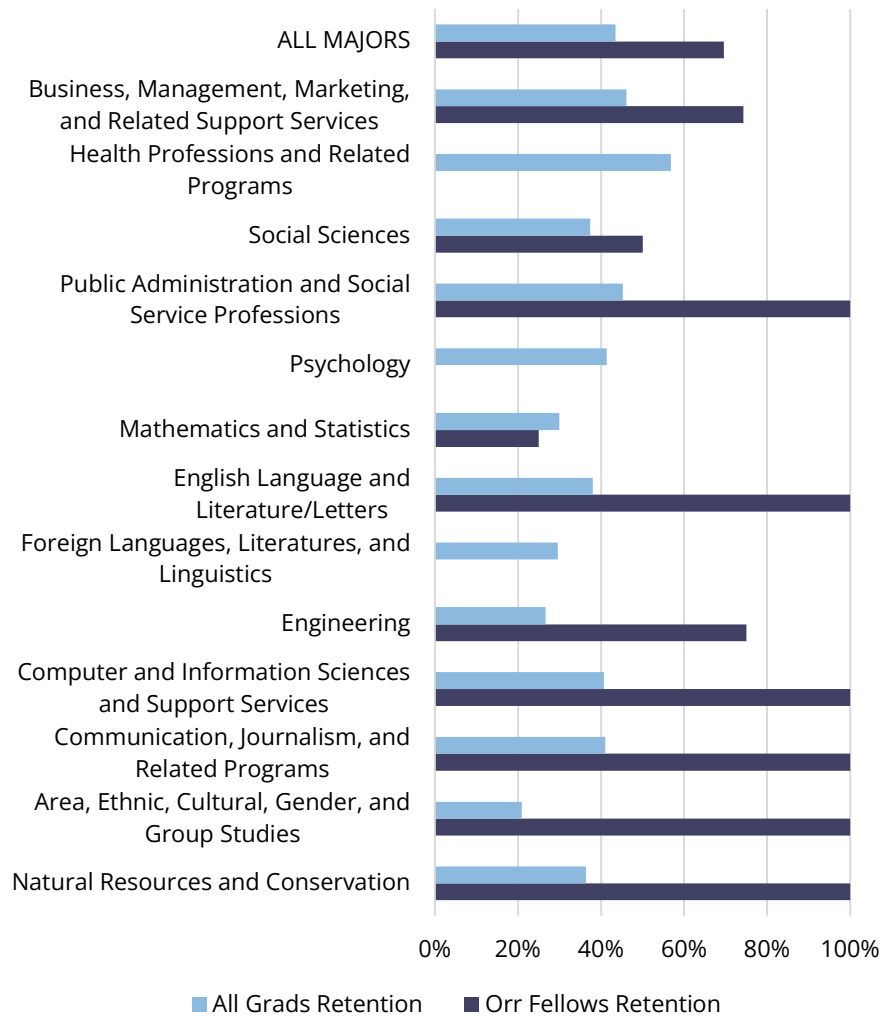
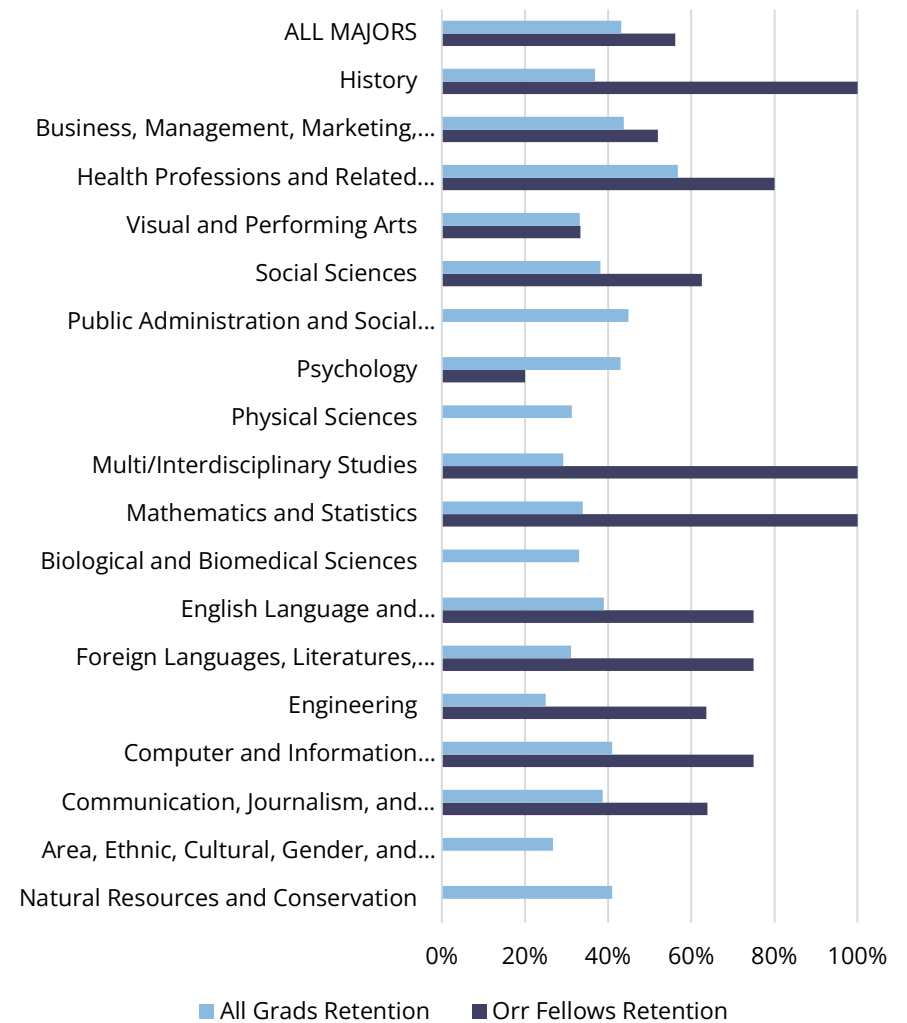


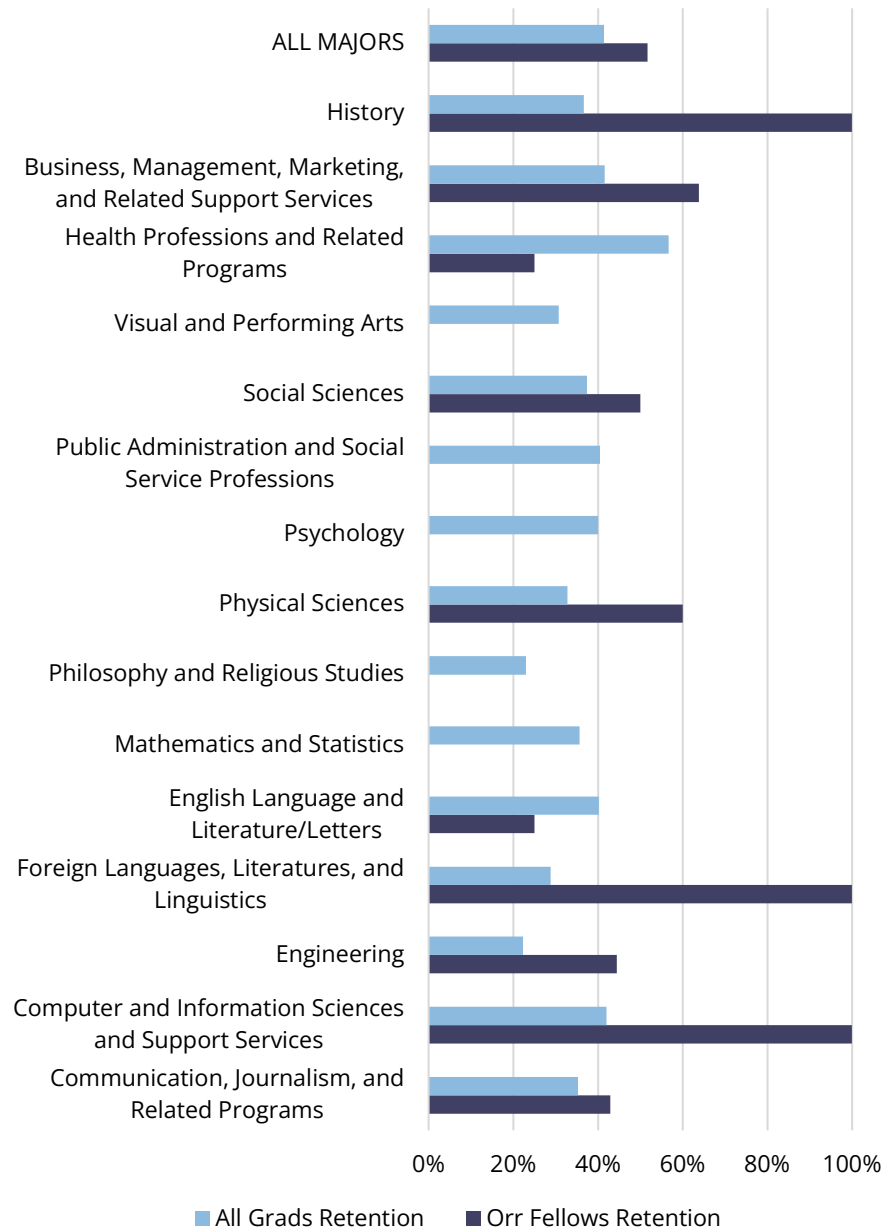
Figure 21A: Orr Fellows vs. Comparable Graduates, Retention in Indiana 5 Years After Graduation



In terms of most notable trends one year after graduation, and keeping in mind the respective sample sizes, Orr Fellows who studied Business, Management and Marketing (CIP code 52) stand out on the chart above. In absolute numbers, 26 of 35 Orr graduates with this major opted to begin their career in the state of Indiana. This retention rate of 74.29% easily surpasses the Indiana institution average of 46.11%.



Figure 22A: Orr Fellows vs. Comparable Graduates, Retention in Indiana 10 Years After Graduation





APPENDIX D: ECONOMIC
IMPACT SUPPLEMENTAL
DATA AND CHARTS

Table 28: Occupation Family and Indiana State Median Wage Calculations, Retained Orr Fellows

Occupation	Median Hourly Wages	Median Weekly Wages	Median Annual Wages	Orr Fellows
ANIMAL TRAINERS	\$18.04	\$722	\$37,523	1
ARCHITECTS, EXCEPT NAVAL	\$37.03	\$1,481	\$77,022	1
BIOLOGICAL SCIENTISTS	\$31.42	\$1,257	\$65,354	2
BROADCAST ANNOUNCERS AND RADIO DISC JOCKEYS	\$29.55	\$1,182	\$61,464	1
CHIEF EXECUTIVES	\$99.81	\$3,992	\$207,605	34
CLERGY	\$25.95	\$1,038	\$53,976	1
COMPUTER AND INFORMATION ANALYSTS	\$44.66	\$1,786	\$92,893	1
COMPUTER AND INFORMATION SYSTEMS MANAGERS	\$63.47	\$2,539	\$132,018	3
DATA SCIENTISTS	\$39.24	\$1,570	\$81,619	4
DATABASE AND NETWORK ADMINISTRATORS AND ARCHITECTS	\$40.64	\$1,626	\$84,531	3
EDUCATION AND CHILDCARE ADMINISTRATORS	\$44.31	\$1,772	\$92,165	3
FINANCIAL ANALYSTS AND ADVISORS	\$39.11	\$1,564	\$81,349	8
FINANCIAL MANAGERS	\$60.23	\$2,409	\$125,278	7
FUNDRAISERS	\$29.51	\$1,180	\$61,381	2
GENERAL AND OPERATIONS MANAGERS	\$49.55	\$1,982	\$103,064	3
HR MANAGERS	\$59.58	\$2,383	\$123,926	1
HUMAN RESOURCES MANAGERS	\$59.58	\$2,383	\$123,926	7
LAWYERS AND JUDICIAL LAW CLERKS	\$58.16	\$2,326	\$120,973	2
MANAGEMENT ANALYSTS	\$40.16	\$1,606	\$83,533	11
MARKET RESEARCH ANALYSTS AND MARKETING SPECIALISTS	\$29.97	\$1,199	\$62,338	6
MARKETING AND SALES MANAGERS	\$57.32	\$2,293	\$119,226	58
MARKETING RESEARCH ANALYSTS AND MARKETING SPECIALISTS	\$29.97	\$1,199	\$62,338	2
MISCELLANEOUS BUSINESS OPERATIONS SPECIALISTS	\$35.15	\$1,406	\$73,112	16
MISCELLANEOUS SALES REPRESENTATIVES, SERVICES	\$29.36	\$1,174	\$61,069	13
PHYSICIANS	\$134.37	\$5,375	\$279,490	1



Occupation	Median Hourly Wages	Median Weekly Wages	Median Annual Wages	Orr Fellows
PROOFREADERS AND COPY MARKERS	\$21.28	\$851	\$44,262	1
PUBLIC RELATIONS SPECIALISTS	\$27.04	\$1,082	\$56,243	1
REAL ESTATE BROKERS AND SALES AGENTS	\$30.19	\$1,208	\$62,795	3
RECREATION AND FITNESS WORKERS	\$14.94	\$598	\$31,075	4
SALES REPRESENTATIVES	\$32.47	\$1,299	\$67,538	17
SECRETARIES AND ADMINISTRATIVE ASSISTANTS	\$19.15	\$766	\$39,832	2
SOFTWARE AND WEB DEVELOPERS, PROGRAMS AND TESTERS	\$45.82	\$1,833	\$95,306	21
TEACHING ASSISTANTS	\$14.55	\$582	\$30,264	3
ALL OCCUPATIONS	\$51.97	\$2,079	\$108,094	243

Table 29: All Direct Industries, Value Added

IMPLAN Industry Sector	Value Added
ALL INDUSTRIES	\$59,073,262
428 - SOFTWARE PUBLISHERS	\$18,235,704
447 - OTHER REAL ESTATE	\$9,530,453
462 - MANAGEMENT CONSULTING SERVICES	\$4,829,785
436 - DATA PROCESSING, HOSTING AND RELATED SERVICES	\$3,452,524
522 - GRANTMAKING, GIVING AND SOCIAL ADVOCACY ORGANIZATIONS	\$2,622,805
172 - PHARMACEUTICAL PREPARATION MANUFACTURING	\$2,349,873
460 - COMPUTER SYSTEMS DESIGN SERVICES	\$1,906,385
465 - ADVERTISING, PUBLIC RELATIONS AND RELATED SERVICES	\$1,805,750
459 - CUSTOM COMPUTER PROGRAMMING SERVICES	\$1,208,373
498 - RACING AND TRACK OPERATION	\$1,038,402
440 - SECURITIES AND COMMODITY CONTRACTS INTERMEDIATION AND BROKERAGE	\$1,017,061
56 - CONSTRUCTION OF OTHER NEW NONRESIDENTIAL STRUCTURES	\$867,532
340 - AUTOMOBILE MANUFACTURING	\$816,093

IMPLAN Industry Sector	Value Added
411 - RETAIL - GENERAL MERCHANDISE STORES	\$812,609
481 - JUNIOR COLLEGES, COLLEGES, UNIVERSITIES AND PROFESSIONAL SCHOOLS	\$781,500
490 - HOSPITALS	\$692,833
464 - SCIENTIFIC RESEARCH AND DEVELOPMENT SERVICES	\$605,037
269 - ALL OTHER INDUSTRIAL MACHINERY MANUFACTURING	\$582,170
455 - LEGAL SERVICES	\$567,465
298 - ELECTRONIC COMPUTER MANUFACTURING	\$557,713
413 - RETAIL - NONSTORE RETAILERS	\$521,809
499 - INDEPENDENT ARTISTS, WRITERS AND PERFORMERS	\$509,018
438 - INTERNET PUBLISHING AND BROADCASTING AND WEB SEARCH PORTALS	\$503,142
505 - FITNESS AND RECREATIONAL SPORTS CENTERS	\$465,063
311 - ELECTROMEDICAL AND ELECTROTHERAPEUTIC APPARATUS MANUFACTURING	\$458,419
445 - INSURANCE AGENCIES, BROKERAGES AND RELATED ACTIVITIES	\$402,149
456 - ACCOUNTING, TAX PREPARATION, BOOKKEEPING AND PAYROLL SERVICES	\$372,002
430 - SOUND RECORDING INDUSTRIES	\$307,531
507 - HOTELS AND MOTELS, INCLUDING CASINO HOTELS	\$295,690
406 - RETAIL - FOOD AND BEVERAGE STORES	\$255,458
482 - OTHER EDUCATIONAL SERVICES	\$189,453
324 - SMALL ELECTRICAL APPLIANCE MANUFACTURING	\$176,248
367 - NONUPHOLSTERED WOOD HOUSEHOLD FURNITURE MANUFACTURING	\$147,449
457 - ARCHITECTURAL, ENGINEERING AND RELATED SERVICES	\$116,276
475 - INVESTIGATION AND SECURITY SERVICES	\$73,486



Table 30: Supply Chain (Indirect) Industries: Value Added

IMPLAN Industry Sector	Value Added
ALL INDUSTRIES	\$23,941,930
447 - OTHER REAL ESTATE	\$2,882,609
472 - EMPLOYMENT SERVICES	\$2,687,180
469 - MANAGEMENT OF COMPANIES AND ENTERPRISES	\$1,192,458
462 - MANAGEMENT CONSULTING SERVICES	\$892,151
441 - MONETARY AUTHORITIES AND DEPOSITORY CREDIT INTERMEDIATION	\$756,211
455 - LEGAL SERVICES	\$660,101
445 - INSURANCE AGENCIES, BROKERAGES AND RELATED ACTIVITIES	\$635,181
456 - ACCOUNTING, TAX PREPARATION, BOOKKEEPING AND PAYROLL SERVICES	\$618,913
444 - INSURANCE CARRIERS, EXCEPT DIRECT LIFE	\$492,441
465 - ADVERTISING, PUBLIC RELATIONS AND RELATED SERVICES	\$482,200
47 - ELECTRIC POWER TRANSMISSION AND DISTRIBUTION	\$447,022
428 - SOFTWARE PUBLISHERS	\$428,124
509 - FULL-SERVICE RESTAURANTS	\$413,844
421 - COURIERS AND MESSENGERS	\$383,350
393 - WHOLESALE - PROFESSIONAL AND COMMERCIAL EQUIPMENT AND SUPPLIES	\$371,991
476 - SERVICES TO BUILDINGS	\$369,829
60 - MAINTENANCE AND REPAIR CONSTRUCTION OF NONRESIDENTIAL STRUCTURES	\$346,206
459 - CUSTOM COMPUTER PROGRAMMING SERVICES	\$339,320
460 - COMPUTER SYSTEMS DESIGN SERVICES	\$328,075
417 - TRUCK TRANSPORTATION	\$315,827
422 - WAREHOUSING AND STORAGE	\$301,915
454 - LESSORS OF NONFINANCIAL INTANGIBLE ASSETS	\$300,800
394 - WHOLESALE - HOUSEHOLD APPLIANCES AND ELECTRICAL AND ELECTRONIC GOODS	\$294,178
457 - ARCHITECTURAL, ENGINEERING AND RELATED SERVICES	\$256,845



Table 31: Induced Industries Detail: Employment, Earnings, Value Added

IMPLAN Industry Sector	Value Added
ALL INDUSTRIES	\$24,929,789
449 - OWNER-OCCUPIED DWELLINGS	\$4,049,179
490 - HOSPITALS	\$1,887,449
483 - OFFICES OF PHYSICIANS	\$1,264,771
447 - OTHER REAL ESTATE	\$879,514
413 - RETAIL - NONSTORE RETAILERS	\$828,218
448 - TENANT-OCCUPIED HOUSING	\$634,100
509 - FULL-SERVICE RESTAURANTS	\$577,174
510 - LIMITED-SERVICE RESTAURANTS	\$541,900
444 - INSURANCE CARRIERS, EXCEPT DIRECT LIFE	\$463,030
441 - MONETARY AUTHORITIES AND DEPOSITORY CREDIT INTERMEDIATION	\$452,337
411 - RETAIL - GENERAL MERCHANDISE STORES	\$407,659
472 - EMPLOYMENT SERVICES	\$350,791
512 - AUTOMOTIVE REPAIR AND MAINTENANCE, EXCEPT CAR WASHES	\$331,530
47 - ELECTRIC POWER TRANSMISSION AND DISTRIBUTION	\$287,037
511 - ALL OTHER FOOD AND DRINKING PLACES	\$281,951
417 - TRUCK TRANSPORTATION	\$277,606
491 - NURSING AND COMMUNITY CARE FACILITIES	\$272,525
469 - MANAGEMENT OF COMPANIES AND ENTERPRISES	\$272,031
406 - RETAIL - FOOD AND BEVERAGE STORES	\$270,410
485 - OFFICES OF OTHER HEALTH PRACTITIONERS	\$263,883
484 - OFFICES OF DENTISTS	\$260,391
402 - RETAIL - MOTOR VEHICLE AND PARTS DEALERS	\$244,214
445 - INSURANCE AGENCIES, BROKERAGES AND RELATED ACTIVITIES	\$238,825
455 - LEGAL SERVICES	\$230,924



Orr Fellowship