

**BUILDING THE CITY'S FUTURE:  
HELP'S IMPACT ON THE PROVIDENCE ECONOMY**



**HEALTH & EDUCATION LEADERSHIP FOR PROVIDENCE**

*A community partnership of colleges and hospitals*

Partnership  
Hospitals

Brown University

Butler Hospital

Johnson & Wales University

The Miriam Hospital

Providence College

Rhode Island Hospital

Rhode Island School of Design

Roger Williams Medical Center

St. Joseph Hospital

Women & Infants' Hospital

## Table

Executive Summary . . . . .	1
Introduction . . . . .	5
HELP—More Than the Sum of Its Parts . . . . .	
HELP Members in Context— The Providence Economy . . . . .	
Employment at HELP Member Institutions . . . . .	
Purchasing and Construction Savings . . . . .	
Strengthening State and City Finances . . . . .	
Services to the Community and the State . . . . .	
Contributions of the Non-Profit Sector . . . . .	

# EXECUTIVE SUMMARY

**H**ealth & Education Leadership for Providence (HELP) is a coalition headed by the presidents of four independent colleges and universities and six voluntary hospitals located in Rhode Island's largest city. Founded in 1994, HELP embodies its ten members' shared commitment to the future and their conviction that by combining their resources, energy and expertise, they could more effectively serve the City's people.

## HELP: MORE THAN THE SUM OF ITS PARTS

- In six years, HELP and its member institutions have generated \$16.3 million in new investments that address some of Providence's most pressing unmet needs. All of these investments have focused on improving the health and education of the City's children.
- HELP's investments include \$7.3 million in direct financial support, and an additional \$9 million in leveraged funding from government and foundations.
- HELP has sought to maximize the impact of its work by focusing on critical needs that are not being met by existing programs. Prior to the establishment of the *HELP Lead Safe*

*Center*, for example, Providence lacked a consistent, coherent approach to addressing housing, health and developmental issues associated with childhood lead poisoning.

- Other HELP efforts have focused on initiatives that combine the strengths of its members. For example, its *Teaching for Tomorrow* program has mobilized the resources of its member colleges and universities to provide a continuing program of professional development for teachers, aimed at improving student literacy, in six, Providence public elementary schools.
- HELP has in several instances served as a catalyst and an initial source of funding for programs that have subsequently become self-sustaining, such as *Providence Smiles*, a school-based dental health program.
- The initiatives that HELP has undertaken directly represent, however, only one element of its members' contributions to the City of Providence. The ten member institutions are among the leading engines of economic activity in Providence; and they serve as an indispensable community resource, providing essential services to its residents.

## **HELP IN CONTEXT: THE PROVIDENCE ECONOMY**

- The health care and higher education sectors have played an important role in the City's recovery. These sectors now account for 28 percent of all private employment in Providence — more than the manufacturing, financial services and retail sectors combined.
- HELP's members collectively generated \$1.8 billion in revenues in 1999, of which approximately 85 percent came from sources outside Providence.

## **EMPLOYMENT AT HELP MEMBER INSTITUTIONS**

- In 1999, HELP members employed 20,752 people — 20 percent of all private sector employment in the City.
- About 23 percent of all HELP members' employees in 1999 were Providence residents.
- In 1999, average wage and salary earnings of HELP employees were approximately \$37,200 — about 8 percent higher than the average for all Providence workers.
- HELP members provide their employees with extensive opportunities for further education, training and career development.

## **PURCHASING AND CONSTRUCTION**

- In 1999, HELP members purchased \$174 million in goods and services from companies based in Providence.
- HELP members collectively invested approximately \$45 million per year in construction and renovation of facilities between 1995 and 1999; and plan to spend an estimated \$350 million over the next five years.
- HELP members' investments in new and renovated facilities contribute in several ways to the City's ongoing recovery. Johnson & Wales University's extensive investments in its Providence campus have helped spark the revival of the downtown area. The new RISD Center will link the Rhode Island School of Design's campus to the City's revitalized riverfront; and Brown University's new biomedical building will reinforce the City's role as a center for biomedical research.

## **STUDENT AND VISITOR SPENDING**

- Spending by students and by visitors to member institutions also contributes to the local economy. We estimate that in 1999 local spending by students totaled approximately \$72 million.
- Spending by visitors — including those who attend athletic events at the Civic Center, participants in academic

conferences, and guests at special events such as commencement — totaled an additional \$14 million. In some years, major national events can add significantly to this total. In 2000, for example, the NCAA “Frozen Four” hockey tournament, hosted by Providence College, generated an estimated \$8.4 million in local spending.

### STRENGTHENING STATE AND CITY FINANCES

- In 1999, HELP’s ten members generated more than \$42 million in payments to the State of Rhode Island and the City of Providence, including employee withholding and payroll taxes, real property taxes, fees and facility rentals.
- HELP members also provide a wide range of services that reduce the cost of state and local government. Most notable among these are the “uncompensated” health services, valued at more than \$48 million in 1999, that HELP member hospitals provide to poor and uninsured Providence-area residents.

### COMMUNITY REVITALIZATION

- Rhode Island Hospital, St. Joseph Hospital and Women & Infants’ Hospital have contributed to the revitalization of one of the City’s most distressed neighborhoods through the work of the South Providence

Development Corporation, which supports training, job placement, business development and environmental improvement in South Providence.

- Providence College and Roger Williams Medical Center have teamed up to contribute to the long-term stability of the Elmhurst and Smith Hill neighborhoods, by offering financial incentives for their faculty, staff, and medical personnel to purchase homes in the neighborhoods in which they work.
- All of the City’s neighborhoods benefit from *Christmas in April* founded by Providence College in 1994. HELP is the largest source of funding and volunteers for the program, which has rehabilitated 177 homes and community facilities for the elderly, the disabled and low-income families.
- By volunteering in schools, soup kitchens and community service organizations, employees of member institutions helped to provide services to Providence’s most disadvantaged citizens.

### CONTRIBUTING TO THE GROWTH OF THE NEW ECONOMY

- HELP members have helped ensure Providence’s place in the new economy by helping to develop the City’s human resources through the education of their own students, and by their extensive

- involvement in efforts to improve the quality of elementary and secondary education in Providence.
- In 1999, 1,289 Providence residents were enrolled at Brown, Johnson & Wales, Providence College and RISD. Together these institutions provided \$3.7 million in financial aid to City residents.
- In 1999, more than 5,200 Providence residents — and more than 23,300 residents of other Rhode Island communities — were graduates of Brown, Johnson & Wales, Providence College or RISD.
- In 1999, more than 700 physicians worked as residents and fellows at HELP hospitals. Each year, residency and fellowship programs bring to Providence hundreds of talented young medical professionals — talent that the City might not otherwise be able to attract.
- The hospitals play a vital role in ensuring that local health care institutions have available the skilled workers they need to maintain Providence's position as a regional health services center — and ensuring that Providence residents have the skills they need to take advantage of the opportunities the health services sector offers.
- Between 1994 and 1998, more than 500 Providence residents — 65 percent of whom had been receiving public assistance — completed *Providence Works*, a training program for nursing assistants sponsored by HELP.
- In 1999, research spending at HELP's member institutions totaled nearly \$119 million.
- Brown University and HELP's member hospitals have together made Providence a major center of biomedical research.
- HELP members contribute to the development of new businesses in Providence through the commercialization of technologies first developed at the institutions; and through the entrepreneurial activity of graduates and employees.

# INTRODUCTION

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Health & Education Leadership for Providence (HELP) is a coalition headed by the presidents of four independent colleges and universities and six hospitals located in Rhode Island's largest City. Founded in 1994, HELP embodies in its ten members' a shared commitment to the City's future — and their conviction that by combining their resources, energy and expertise, they could more effectively serve the City's people. In just a few years, the coalition has recorded some notable achievements.

- Generated \$16.3 million for the health and education of the children of Providence, more than \$7.3 million in direct funding by HELP members and an additional \$9 million in government and foundation funding.
- Provided services to more than 550 lead-poisoned children and their families to manage the consequences of lead exposure to prevent further poisoning.
- Developed comprehensive school-based strategies for improving student literacy in six Providence elementary public schools.
- Provided dental examinations and treatment to more than 4,500 Providence school children in 1999.

- Funded the executive search firm engaged in the national search for the Providence School Superintendent. This demonstrated commitment by the college and hospital presidents was among the reasons Diana Lam was attracted to Providence.
- Trained 500 welfare recipients and other low-income people for new careers in health care.

The funds directly raised and invested by HELP represent, however, only one element of its members' contributions to the City of Providence. The ten institutions are among the leading engines of economic activity in Providence, and provide essential services to its residents.

For example, HELP members:

- Employ more than 20,750 people — 20 percent of all non-governmental employment in Providence.
- Generated \$750 million in wages and salaries in 1999 — 22 percent of all wage and salary payments by Providence employers.
- Purchased \$174 million in goods and services from Providence companies in 1999.

- Generated more than \$42 million in revenues for State and City Governments in 1999.
- Provided \$48 million in free health care for poor and uninsured residents of the Providence area.
- Provide a wide range of services aimed at improving access to health care, expanding educational opportunity and revitalizing neighborhoods.
- Generated nearly \$119 million in research spending in 1999.

In order to document more fully its members' collective impact on the economy of Providence — and more broadly, on the state of Rhode Island — HELP in February 2000, engaged the services of Appleseed, an economic development consulting firm. Appleseed has in recent years conducted similar studies of the local and regional economic impact of northeastern universities and academic medical centers, including Harvard, Columbia and Brown Universities and the State University of New York Health Science Center in Brooklyn. This report presents Appleseed's findings.

## ORGANIZATION OF THE REPORT

**Part One** of the report describes in greater detail the activities and strategic significance of HELP. **Part Two** provides a brief overview of the City of Providence,

and the role of health care and higher education in the City's economy. **Part Three** highlights HELP members' role as major Providence employers. **Part Four** of the report examines the impact of HELP members' spending on local purchases of goods and services, and of spending by the people they attract to Providence.

**Part Five** assesses HELP members' impact on State and City government finances. **Part Six** describes how their community service activities help strengthen the City's economy. Finally, **Part Seven** discusses how the ten institutions are helping Providence meet the demands of the new economy.

## HELP — MORE THAN THE SUM OF ITS PARTS

HELP's approach reflects its members' role as long-term investors in Providence. Because they are committed to Providence for the long haul, they can afford to concentrate on issues that most profoundly affect the City's long-term future — an outlook that explains HELP's strategic focus on the health and education of the City's children. HELP's leaders have also recognized that, while its members are private institutions, they have important public responsibilities. They can bring to bear an array of human, intellectual and institutional resources on issues of public concern that City and State governments might not always be able to muster on their own.

HELP's members have provided more than \$7.3 million in direct financial support for the Coalition's efforts to build a better future for the City's children. Moreover, the contributions provided by its members have enabled HELP to attract more than \$9 million in government and foundation funding. The ten institutions have provided additional support worth millions more through the participation of faculty, staff and students in these efforts.

### CRAFTING SOLUTIONS, PRODUCING RESULTS

In selecting specific programs and projects that support its focus on children, HELP seeks to concentrate on critical needs that are

not being addressed effectively by existing efforts. For example, until the establishment of its *Lead Safe Center*, Providence — like many other cities — did not have a comprehensive approach to preventing and treating problems associated with children's exposure to lead. HELP's initiative has filled that gap. As a result of the Center's efforts, the City has one of the country's most comprehensive programs for addressing childhood lead-related problems.

Other HELP efforts have focused on initiatives that combine the strengths of its members with those of others in the community, such as HELP's \$1 million *Teaching for Tomorrow (TFT)* program. HELP's *TFT* program, for example, has mobilized the resources of Brown University, Johnson & Wales University, Providence College, and RISD to improve student achievement in math and literacy at six Providence elementary schools. Working in close collaboration with Providence Public Schools, HELP provides funds to support a team of teachers, facilitators, administrators and parents, who create strategies for meeting the School District's goals for improving student literacy. These teams can draw on the four colleges for assistance in professional development, curriculum planning, assessment and improvements in communication. These schools will serve as models for reform throughout the District.

## CREATIVELY LEVERAGING RESOURCES

HELP has generated \$9 million in additional funding for the programs and projects it supports. *Providence Smiles*, for example, has obtained \$1 million in additional support from The Rhode Island Foundation and the Robert Wood Johnson Foundation. This innovative program, initially funded by HELP and St. Joseph Hospital, provides dental exams, cleaning, treatment and education to children in Providence schools. The Rhode Island Foundation and HELP then secured a matching three-year grant from the Robert Wood Johnson Foundation that enabled *Providence Smiles* to expand from one mobile team of dentists and hygienists

to three. In 2000, HELP also provided funding to allow Rhode Island Hospital to expand the services it provides at its Samuel's Dental Clinic to children referred through *Providence Smiles*.

In 1999, HELP provided matching funds that have enabled Rhode Island Hospital to secure a grant from the Robert Wood Johnson Foundation to support *Draw A Breath*. This program provides asthma management education to Providence school children, and tracks improvements in their school attendance and performance.

HELP provided \$50,000 in matching funds required for the Providence school district to secure a \$250,000 Carnegie

Corporation grant to plan the restructuring of Providence high schools.

In the past, HELP's member institutions have assisted City government agencies and community-based organizations in the development of proposals for federal or philanthropic funding of projects. In many cases, such grant programs require the applicant to provide matching funds. From the funds provided by its members, HELP has, in a number of cases, been able to provide the

**Table 1: Leveraged Funds**

Projects	HELP Funds	Funds Leveraged
Christmas in April	\$250,000	\$600,000
Providence Smiles Dental	\$238,857	\$1,000,000
After School Programming in Providence Schools	\$337,562	\$1,815,000
HELP Lead Safe Center	\$500,000	\$1,685,000
Teaching for Tomorrow	\$900,000	\$120,000
The Family Van	\$233,000	\$266,000
Art Education for Providence Teachers	\$189,000	\$400,000
Parents Making a Difference	\$450,000	\$2,000,000
Providence School Department High School Carnegie Corporation Project	\$50,000	\$250,000
Hasbro Draw A Breath	\$90,000	\$900,000
<b>TOTAL</b>	<b>\$3,238,419</b>	<b>\$9,036,000</b>

## THE HELP LEAD SAFE CENTER

HELP began developing its Lead Safe Center in 1998, working with a design team that included parents, health care professionals, community leaders and representatives of the State Departments of Health and Human Services and the Mayor's office. The Center provides a one-stop resource for lead education and information about lead-safe housing for families, property-owners and community groups in Providence, Pawtucket and Central Falls.

The Center provides comprehensive services for children and families affected by lead, including:

- *Assessments of children's health, with follow-up visits and outpatient treatment as needed;*
- *Referrals for developmental assessments and services;*
- *Nutrition assessment and education;*
- *Parent education, focusing on how to minimize lead hazards;*
- *Helping parents obtain lead-safe housing, housing advocacy services and legal assistance; and*
- *Connecting homeowners and landlords who are willing to comply with lead safety standards with lead abatement resources made available by City and State agencies.*

The HELP Lead Safe Center is located at 841 Broad Street, on the City's South Side. This newly-renovated facility offers three transitional apartments for families who need temporary housing — while lead problems in their regular housing are being abated. This service is expected to help approximately 30 families per year make the transition to safer, permanent housing.

Since 1998, the Lead Safe Center has provided assistance to more than 500 families. It has also played a leading role in advocating for policy changes aimed at reducing the risks and effects of lead exposure, such as securing Medicaid funding for window replacement (as windows are a major culprit of lead poisoning).

match that its community partners need to obtain government and foundation grants. HELP funding thus enables its partners to maximize the value of the professional and technical support they receive from member institutions.

### HELP AS A CATALYST

In addition to highlighting HELP's ability to leverage its members' financial contributions, *Providence Smiles* illustrates another important aspect of HELP's strategic

approach to addressing the City's problems—serving as a catalyst, and providing initial support, for programs that later become self-sustaining. Over the past year, HELP has worked with the Rhode Island Department of Human Services to examine Medicaid rates for St. Joseph's and Rhode Island Hospital's dental services (two clinics which treat a majority of Providence's low-income children). Medicaid could potentially provide a stable source of long-term funding for *Providence Smiles*.

## THE FAMILY VAN

The unusual concentration of high-quality health care institutions in Providence represents one of the City's greatest assets. But for some Providence residents — especially residents of low-income communities — accessing the resources and services these institutions offer may not be easy. *The Family Van* — a collaborative project of HELP's member hospitals and the Brown University School of Medicine, led by Women & Infants' Hospital — helps neighborhood residents get access to the health information and services.

In 1999, the *Family Van* made regularly-scheduled visits to four neighborhood locations, providing health education and information, individual health assessments (for example: blood pressure, blood sugar checks, and pregnancy tests), as well as referrals for follow-up services. During the year, the Van served 2,817 people. Many were "walk-ins," but Family Van staff and volunteers also conducted extensive neighborhood outreach — knocking on doors, visiting churches, community centers and shopping areas. Family Van personnel also conducted health education workshops for children and youth at schools, day camps and community centers.

Other notable projects in which HELP served as a catalyst and a source of initial financial support include the *Family Van* (described above) and *Providence Works* (described in **Part Seven**). Recently, HELP provided \$75,000 to support the

design of a computerized *Health Card* system for the Providence public schools. The new system allows school nurses to maintain and access information about students' health more efficiently, and will make it much easier to ensure that when students move from one school to another, their health records are also transferred in a timely fashion. The system will also make it possible for school health personnel to identify and analyze trends about the health of Providence students, and to evaluate the impact of specific health initiatives. During the summer of 2000, HELP also paid for a team of students to take the critical next step in the implementation of the new system — loading information about 17,000 students into the new database. HELP also funded the purchase of laptop computers that school nurses will use to access and continually update the database. Beginning in the 2001 school year, the new system will be a valuable resource for ensuring the health of the City's school children.

## INVESTING FOR THE LONG TERM

HELP members' roots in Providence go deep; and they have a long-term commitment to the City's future. Reflecting the outlook of its members, HELP has focused on projects that promise to have significant long-term payoff for the community and the City. For example, by reducing the number of children who test positive for high lead

levels, the **Lead Safe Center** can reduce child hospitalizations for lead poisoning, the need for special education and rehabilitation for children affected by lead poisoning, and other long-term impacts. The Rhode Island Department of Health has estimated that the special education services needed to address the developmental and behavioral problems associated with lead poisoning cost the City \$10,000 per year, per lead poisoned child, over and above regular educational costs.

Over time, the savings to families, communities, the City and the State that will result from preventing, diagnosing and promptly treating lead problems will be dramatic. If the **Lead Safe Center** can avert the development of serious lead-related problems in 50 children each year, it will enable the City and the community to “bank” \$6 million in future savings.

HELP’s investments in the future of Providence thus build on the individual and collective strengths of its members — but they also create value that goes far beyond what its individual members could provide on their own.

While HELP plays a uniquely valuable role in addressing some of the City’s most pressing educational and health problems, its members, individually and collectively, are among the most important engines of economic activity in the City. Before assessing HELP members’ impact on the Providence economy, we will briefly describe the local economic context within which they operate.

### HELP'S MOST IMPORTANT INITIATIVES

- *The HELP Lead Safe Center*
- *Teaching For Tomorrow*
- *Christmas in April*
- *Feinstein Institute HELP After School Programs*
- *Professional Development Initiative for ESL*
- *The Mayor’s Summer Youth Employment Program*
- *School Health Planning/Feasibility Study*
- *Draw A Breath Program*
- *Computerization of the Providence School Health Card*
- *Providence School Department Carnegie Corporation Project to Restructure High Schools*
- *Samuel’s Dental Clinic*
- *PSD After School Literacy Program*
- *Culinary After School Program*

### SELF-SUSTAINING & COMPLETED HELP PROJECTS

- *CITYARTS Ceramic Program*
- *The Family Van*
- *Healthy Kids Initiative — to Immunize Providence School Children*
- *HELP After School Library Program*
- *HELP Computer Support Center*
- *Providence Smiles School-based Dental Program*
- *New Directions in Art Education*
- *Parents Making a Difference Family Centers*
- *ProvidenceWorks Initiative*

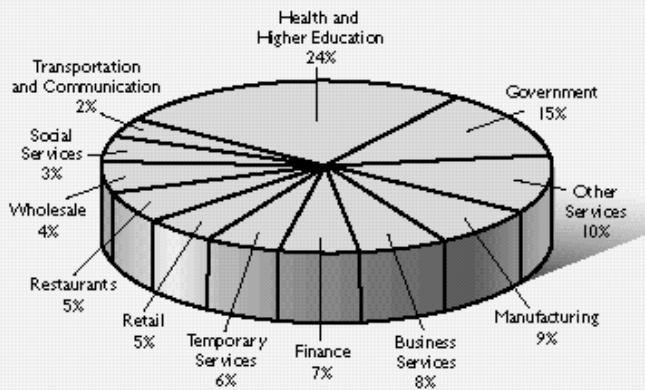
## HELP MEMBERS IN CONTEXT — THE PROVIDENCE ECONOMY

The City of Providence is in the midst of a continuing recovery from the severe recession that struck southeastern New England in the early 1990s. Between 1988 and 1992, the City's private-sector employment base shrank by 11 percent, to 96,000 — a loss of more than 12,000 jobs. By 1999, private employment had risen once again, to a total of 99,700.

A number of developments have contributed to the City's recovery.

- The continued strength of Providence as a center of health services and higher education; these sectors added 9,516 jobs between 1992 and 1999 — an increase of 52 percent.
- A revival of retailing, highlighted in 1999 by the opening of The Providence Place Mall. Between 1995 and 1999, retail employment in the City rose from an average of 4,875 to 6,240 — an increase of 28 percent.
- The City's growing attractiveness as a center for the arts, entertainment and recreation. Overall, restaurants added 1,438 jobs in between 1995 and 1999 — an increase of about 33 percent.
- Increased investment in both new construction and rehabilitation. Between 1995 and 1999, construction industry employment in Providence rose from 2,295 to 2,910 — an increase of 27 percent.
- The overall economic resurgence of New England, which has highlighted the City's attractiveness as a high-quality, lower-cost alternative to the Boston area.

**Figure 1:**  
Employment in Providence by Industry, 1999



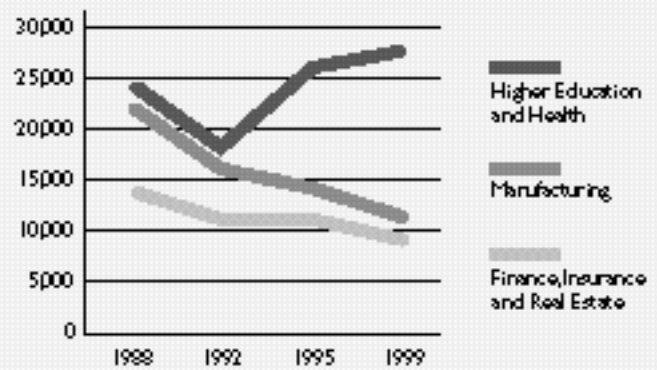
As *Figure 1* shows, health care and higher education are among the largest sectors of the Providence economy. Together, they account for 24 percent of all employment in the City in 1999 — for 28 percent of private-sector employment — and for more than 30 percent of all private wage and salary payments. As *Figure 2* shows, the growth of the health and higher education sectors has helped offset the loss of jobs in other leading sectors of the City's economy.

Higher education and health care also help define Providence’s relationship to the broader regional and national economies. Providence residents may not be accustomed to thinking of higher education and health care as “export” industries. But from an economic perspective, that is precisely what they are. The City’s colleges, universities and hospitals generate income by providing services to students and patients who come to Providence from elsewhere in southeastern New England, the nation and the world.

In 1999, 79 percent of the patients treated at HELP’s six member hospitals were residents of communities other than Providence. Similarly, 95 percent of the undergraduate and graduate students enrolled at HELP institutions came from outside the City. In addition to revenues from patient care and from student tuition, HELP members also draw revenues from a variety of other non-local sources, such as research grants from federal government agencies and philanthropic foundations, corporate research contracts, and alumni donations.

Together, the ten HELP institutions’ revenues during their most recent fiscal year totaled more than \$1.78 billion — of which an estimated 85 percent came from sources outside Providence. These revenues help fuel the local economy, and finance the benefits that HELP members provide to the local community. This percentage is significant because a City’s economic health ultimately depends on its ability to generate income by selling the goods and services it

**Figure 2:  
Employment in Major Industry Sectors, 1988-1999**



produces in broader regional and national markets. Local service businesses such as supermarkets, day care centers and drug stores as well as local government all contribute to the quality — and indeed, the day-to-day viability — of life in Providence. But the income that supports those local services is generated primarily by the City’s export businesses. Decades ago, the City’s export base consisted primarily of manufacturing firms. Today, it is much more diverse, with high-value service industries such as health care, higher education, finance and the arts all helping to fuel the Providence economy.

**Table 2:  
Revenues of HELP Members,  
Fiscal Year 1999 (\$ millions)**

Rhode Island Hospital	448.7
Brown University	362.3
Women & Infants' Hospital	195.9
The Miriam Hospital	159.2
Roger Williams Medical Center	158.6
Johnson & Wales University	134.9
St. Joseph Hospital	116.8
Providence College	102.1
Rhode Island School of Design	62.2
Butler Hospital	43.1
<b>Total</b>	<b>\$1,783.8</b>

## EMPLOYMENT AT HELP MEMBER INSTITUTIONS

The members of Health & Education Leadership for Providence are among the City's leading employers. Collectively, the ten institutions employ more than 20,750 people in Providence — roughly 17

percent of all employment in the City, and more than 20 percent of all private-sector jobs. (The total is even higher if the 633 people employed at Lifespan's corporate headquarters on Point Street are included.)

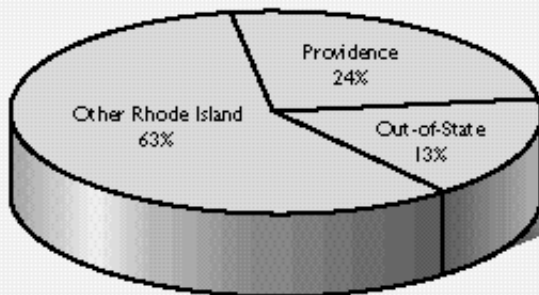
**Table 3:  
Employment at HELP Institutions, 1999**

Rhode Island Hospital	5,357
Brown University	3,650
Women & Infants	2,334
St. Joseph Hospital	1,803
Johnson & Wales University	1,751
Roger Williams Medical Center	1,626
The Miriam Hospital	1,573
Providence College	1,059
Butler Hospital	832
Rhode Island School of Design	767
<b>Total</b>	<b>20,752</b>

The significance of HELP members' contribution to the City's employment base can also be measured by comparing it to other leading sectors of the Providence economy. In 1999, the ten institutions employed more people in Providence than all of the City's manufacturing and financial services companies combined.

In 1999, spending on wages and salaries by HELP institutions totaled approximately \$756 million. HELP members' payrolls accounted for more than 22 percent of all wages and salaries paid in Providence in 1999.

**Figure 3:  
Total Employment at HELP Institutions,  
By Employees' Place of Residence**



### WHERE MEMBER INSTITUTIONS EMPLOYEES LIVE

As *Figure 3* shows, about 23 percent of all those employed by HELP's member institutions — a total of 4,793 people — are Providence residents. An additional 61 percent — 12,698 people — live elsewhere in Rhode Island.

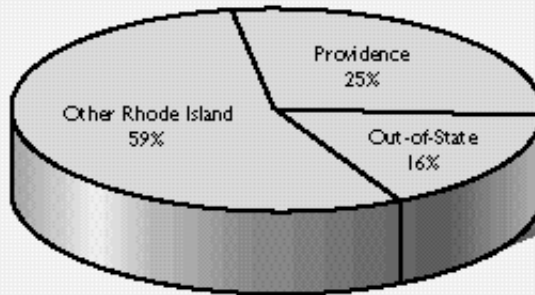
Providence residents who work for one of the ten HELP institutions received \$185 million in wages and salaries — about 24.5

percent of the total. Other Rhode Island residents accounted for \$447 million — about 59 percent of the total (*Figure 4*).

The economic benefits of wages and salaries paid by HELP members are not limited to the institutions' employees and their families. Employees of the ten institutions live in neighborhoods throughout the City. Their routine spending — on housing, health care and child care, purchases of groceries, clothing and household supplies, entertainment and household supplies, and payment of local property taxes — generates income for other neighborhood residents and businesses.

Spending in Providence by HELP members' employees is not, of course, limited to spending by City residents. HELP employees who live outside the City also contribute to the vitality of the Providence economy — when they stop for coffee in the morning, shop during their lunch hour, or return on the weekend for dinner or a concert. No data is currently available on local spending by non-resident workers — but even if it amounts to just 5 percent of the total wages and salaries earned by non-resident HELP

**Figure 4:  
Total Payroll at HELP Institutions,  
By Employees' Place of Residence**



employees, it would add approximately \$28 million annually to the Providence economy.

#### **THE QUALITY OF EMPLOYMENT AT HELP INSTITUTIONS**

HELP's member institutions are notable not only for the number of jobs they provide, but for the diversity and quality of those jobs. As *Table 4* shows, the ten

**Table 4:  
Estimated HELP Employment  
by Occupation, 1999**

	Hospitals	Colleges	Total
Managers/Administrators	660	1,600	2,260
Faculty		2,390	2,390
Physicians/Other Professionals	2,085		2,085
Nurses/Other Patient Care	5,760		5,760
Clerical/Technical	3,350	1,710	5,060
Other Support Staff	1,675	1,520	3,195
<b>Total</b>	<b>13,530</b>	<b>7,220</b>	<b>20,750</b>

institutions provide jobs not only for physicians, faculty members and other highly qualified professionals, but for thousands of semi-professional and entry-level workers as well.

Wages and salaries paid by HELP member institutions are generally competitive with those paid in other sectors of the City's economy. The average wage and salary earnings of employees at HELP member institutions in 1999 were approximately \$37,200 — about 8 percent higher than the average for all private-sector workers in Providence. This average, of course, masks a wide range in earnings for various types of jobs. The salaries of faculty members at HELP colleges and universities, for example, average more than \$60,000. Nurses average more than \$40,000, and clerical workers more than \$26,000.

In addition to the salaries they provide, the quality of jobs at HELP member institutions can also be gauged by the opportunities for training and advancement that they offer. Workers at HELP institutions have access to a wide range of opportunities to build their skills and develop their careers.

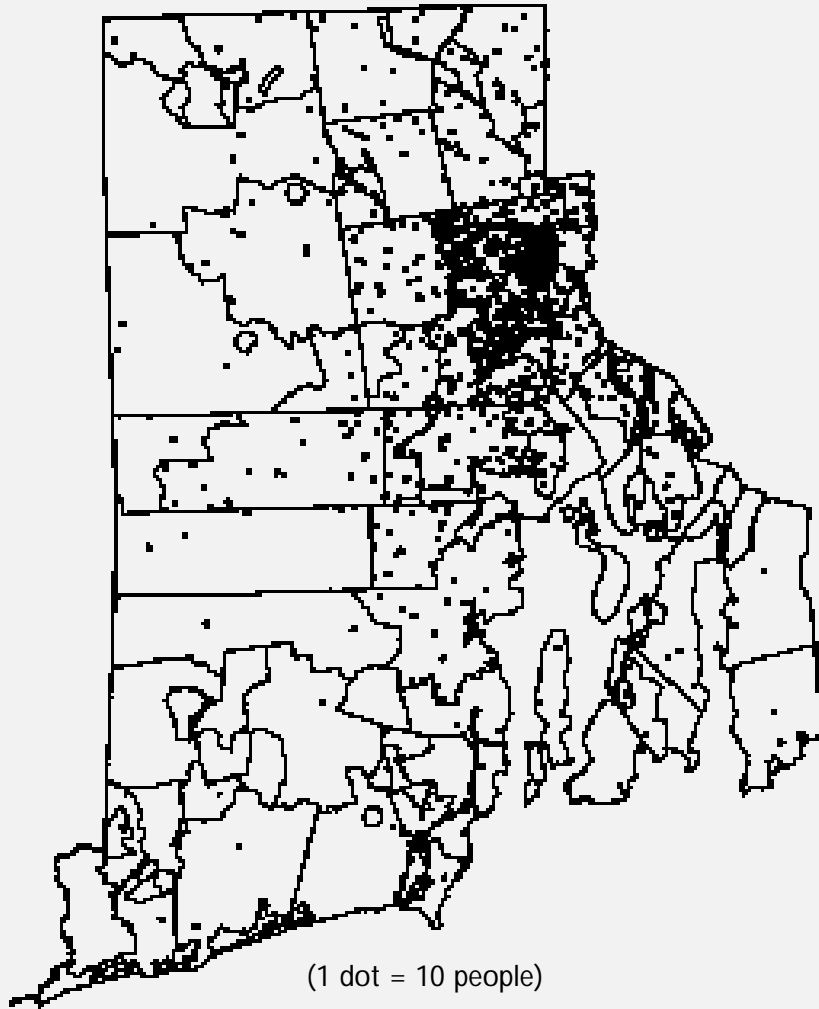
For example:

- Rhode Island Hospital and The Miriam Hospital offer their employees courses in basic literacy, English as a Second Language, General Equivalency Diploma preparation, basic computer applications, writing, medical terminology, Spanish for health care providers, basic supervisory skills, and many other job-related fields.
- Brown University permits employees to take up to three Brown courses for credit, as well as an unlimited number of courses offered through the Brown Learning Community, the University's continuing education program. Brown will also pay up to \$2,500 per year in tuition reimbursement to students enrolled in job-related degree or certificate programs at other institutions.
- The Rhode Island School of Design offers its employees access to its continuing education courses, and offers tuition reimbursement of up to \$1,500 per year to employees enrolled in job-related courses at other institutions.
- Providence College offers full-time employees tuition remission for courses taken through the College's School of Continuing Education and the Graduate Studies Program. Employees enrolled at other institutions in job-related undergraduate degree programs not offered at Providence College are eligible for reimbursement for up to five courses per year. In addition, the College offers free basic and advance computer skills classes for employees during working hours.

HELP members are thus notable not only for the share of total Providence employment that they represent, but also

for the competitive wages and salaries they offer, and the opportunities for skill-building and advancement they provide.

**Figure 5:  
Distribution of HELP Employees  
By ZIP Code of Residence**



## PURCHASING AND CONSTRUCTION

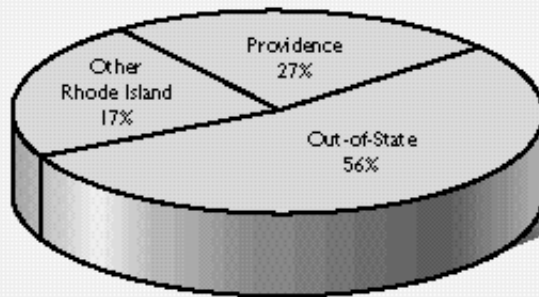
HELP's member institutions also contribute to the Providence economy through their purchases of goods and services from local businesses. In 1999, the ten institutions purchased a total of \$174 million in goods and services from Providence companies, and an additional \$109 million from other Rhode Island businesses. Ocean State companies accounted for 44 percent of the institutions' spending on goods and services.

They also include a wide variety of small businesses — printers, plumbers, restaurants, cab companies, hardware stores, insurance brokers, temp services, and translation services. Like wage and salary payments to Providence residents, payments to local businesses help generate economic activity throughout the City.

To a great extent, the economic impact of local purchasing simply represents

the cumulative impact of thousands of individual procurement decisions, which are made without regard to the location of the vendor. Local purchasing can also be used more consciously as a tool for local economic development. Working with the South Providence Development Corporation, Rhode

**Figure 6:  
Distribution of Spending on Goods and Services,  
By Location of Vendor**



The local companies and institutions with which HELP members do business reflect virtually the entire spectrum of economic activity in Providence. They include large enterprises such as insurance companies, utilities, leading construction contractors, major hotels and professional services firms such as architects and law firms.

Island Hospital, St. Joseph Hospital and Women & Infants' Hospital have used hospital purchasing to support the creation and continued development of neighborhood businesses that provide environmental, translation and lab services. (The activities of SPDC are discussed further in **Part Six**.)

## HELPING TO REBUILD DOWNTOWN PROVIDENCE

Johnson & Wales (J&W) provides a notable example of how HELP members' construction projects contribute to economic revitalization in Providence. In 1990, the University began working with the City to clean up a site formerly occupied by a major downtown department store, the Outlet, which had been destroyed by a fire five years earlier. J&W then took over and began to redevelop the entire block. Over the course of the decade, the University has developed a park, which the University maintains, a new library and two new residence halls at the site. These new facilities have been instrumental in helping J&W attract students to Providence, and to accommodate the steady growth of its enrollment. But just as important, by concentrating thousands of students in the heart of the City, the University has made a major contribution to the rebirth of downtown Providence as a vital, exciting, twenty-four hour community.

Development of J&W's downtown campus is not yet complete. Within the next year, work is expected to begin on a new student center. It, too, will enhance the University's — and the City's — ability to attract students, and will further enliven the downtown area.

## CONSTRUCTION: AN INVESTMENT IN THE FUTURE

Between 1995 and 1999, HELP's ten member institutions collectively invested an average of \$45 million per year in renovation of existing facilities and construction of new ones. HELP members' construction projects contribute to the City's economy in several ways. Like other purchased services,

construction generates business for local firms. Construction projects also translate into high-wage jobs for area residents; in 1998, according to the Rhode Island Department of Labor and Training, annual earnings of Providence construction workers averaged approximately \$43,000. Between 1995 and 1999, HELP members' construction projects generated an estimated 450 full-time equivalent construction jobs each year.

Moreover, new and upgraded facilities — new research labs, for example, or state-of-the-art facilities for delivery of highly specialized medical care — can enhance HELP members’ ability to bring new revenues into the City. They can help bring additional research funding — and help attract patients who might otherwise look to Boston or New York for advanced medical care. At Rhode Island Hospital, for example, the new Hasbro Children’s Hospital, completed in 1994, operates the only pediatric intensive care unit in south-eastern New England.

Finally, continued investment in the institutions’ physical plant is essential to their ability to recruit and retain the talented people — physicians, researchers, faculty and students — on whom the City’s economic future depends.

Similarly, Johnson & Wales has been working in partnership with the City on planning for the redevelopment of the Providence waterfront. This area, which is home to the University’s Harborside Campus, is one of the keys to the future growth of the Providence economy. The University has already acquired more than 100 acres of former shipyard property, which will provide room for its continued growth — and at the same time help anchor the redevelopment of the area.

Johnson & Wales is, of course, not the only HELP institution whose continued development is contributing to the revitalization

of the Providence economy.

For example:

- The new 60,000 square-foot RISD Center, currently in the planning stage, will provide additional library, museum and community space. It will tie together several now-disparate functions — and will help reorient the RISD campus toward the downtown area.
- Brown’s new, 175,000 square-foot life sciences building will house the University’s recently-established Brain Science program, as well as several other life science departments. By providing room for these programs to grow, the building will support the continued emergence of Providence as a center of biomedical research.

Overall, HELP members’ collective commitment to Providence, as reflected in their investment in the City, is increasing. During the next five years, HELP members collectively plan to increase their investment in facilities to an estimated \$350 million.

## **THE IMPACT OF STUDENT AND VISITOR SPENDING**

In addition to their own direct spending, HELP members contribute to the local economy through the impact of spending by the people they attract to Providence.

Beyond their spending on tuition, fees, room & board, the 20,775 undergraduates and 3,550 graduate students attending HELP colleges and universities spend money for entertainment, food, off-campus housing, local transportation and other services. Such spending typically ranges from an average of about \$2,000 for undergraduates living in college residence halls to \$12,000 for graduate students living off-campus. In the aggregate, student spending totaled an estimated \$74 million in 1999.

HELP member institutions also attract a wide range of visitors to the City. At Providence College, for example, nearly 14,000 high school students and parents visited the campus in 1999-2000 for tours, presentations and interviews. Providence College estimates that these students and parents spent more than \$1.2 million locally during the course of their visits. Visitors to special events such as commencement and alumni reunions spent an additional \$1.9 million; and people visiting the City for Providence College athletic events spent \$470,000. In both 1995 and 2000, moreover, nearly 10,000 people attended the Providence College-hosted "Frozen Four," the National Collegiate Athletic Association's Hockey Finals. In 2000, local spending by Frozen Four visitors totaled approximately \$8.5 million.

Other HELP members similarly attracted significant numbers of visitors to Providence.

- With attendance of more than 87,500 in 1998, RISD's Museum of Art is one the State's leading cultural attractions.
- Approximately 5,000 people come to Providence each spring to attend Brown's commencement ceremonies.
- Continuing medical education programs sponsored by Brown's School of Medicine drew approximately 3,000 participants in 1999 — of whom approximately 1,500 came from outside the state.

Overall, visitors to HELP colleges and universities generated an estimated \$14 million in local spending in 1999-2000.

## STRENGTHENING STATE AND CITY FINANCES

Both directly and indirectly, HELP members generate substantial revenues for the State of Rhode Island and the City of Providence.

### STATE AND CITY GOVERNMENT REVENUES: DIRECT AND INDIRECT

In 1999, HELP's ten member institutions generated more than \$38.25 million in direct payments to State government, and more than \$4.0 million in direct payments to the City.

As major employers, HELP members generate substantial income and payroll tax revenues for the state. As *Table 5* shows, State income taxes withheld from the

wages and salaries paid by the ten institutions in 1999 totaled approximately \$28.5 million. Payments for temporary disability insurance totaled nearly \$6.6 million; and unemployment insurance payments, \$3.1 million.

HELP members make a variety of direct payments to the City that support the operations of municipal government. During their most recent fiscal years, for example, seven HELP institutions paid a total of \$599,000 per year in property taxes on properties used for taxable purposes — for example, retail and restaurant facilities.

The ten members also paid the City nearly \$2.7 million in fees for a wide variety of purposes — water and sewer charges, building permits, liquor license fees, fire alarm fees, payments for event-related police services, etc. Finally, payments for use of the Providence Civic Center totaled \$735,000.

The impact of HELP members on State and City revenues is not limited to payments they make directly. The 4,800 employees who live in Providence, for example, pay property taxes — either directly as homeowners or indirectly as renters. The local companies with which the ten institutions do business also enrich the City's tax base.

**Table 5:  
Direct Payments to State and City Governments**

State	
State income taxes withheld	\$28,567,000
Temporary disability insurance	6,575,000
Unemployment insurance	3,114,000
<b>Subtotal</b>	<b>38,256,000</b>
City	
Real property taxes	599,000
Miscellaneous fees	2,695,000
Civic Center rentals	735,000
<b>Subtotal</b>	<b>4,029,000</b>
<b>Total, State and City</b>	<b>\$42,285,000</b>

## PROVIDING SERVICES THAT REDUCE STATE AND LOCAL COSTS

HELP members also contribute to the City's fiscal health by assuming responsibility for services that municipal government might otherwise be required to deliver. The most notable example of such services is the health care that HELP hospitals provide free-of-charge to indigent Providence-area residents. As discussed in **Part Six** of this report, the six hospitals in fiscal year 1999 provided "uncompensated" care valued at \$48.0 million.

Rhode Island is one of only six states that have no publicly-operated acute care hospitals. The Ocean State's hospitals — and in particular, those located in Providence — have assumed responsibilities for serving the poor and

uninsured that in many other cities rest with public hospitals.

For example:

- In Newark, responsibility for providing uncompensated care to the poor and uninsured falls primarily on University Hospital, a state facility affiliated with the University of Medicine and Dentistry of New Jersey.
- In Minneapolis, the 360-bed Hennepin County Medical Center is a major provider of services to the uninsured. In 1998, Hennepin County contributed \$17 million in county tax-levy funds toward the operation of the Medical Center.

In no city, of course, are public hospitals solely responsible for care of the poor and

### HELPING KEEP PROVIDENCE SAFE

Since 1972, Brown University has been authorized under state law to maintain its own police force. Brown's 25 police officers patrol the University campus and immediately adjacent streets. By supporting a highly-professional, nationally-accredited police force — over and above the campus security guards who perform routine security functions in academic buildings, residence halls and other campus facilities- the University saves the City approximately \$1 million each year in law enforcement spending.

Johnson & Wales security officers similarly patrol the area around the University's downtown campus — and thus have contributed to the revival of the downtown area. And Providence College hires Providence Police details on a weekly basis and is regularly used as a training site for police cadets.

uninsured. Some of the \$48 million in uncompensated care provided by HELP hospitals should thus be seen as an integral part of their mission, rather than a form of fiscal relief to the City and the State. Nevertheless, by assuming responsibilities that elsewhere fall upon public hospitals, HELP's member hospitals have significantly lightened the burden of health care financing for City and State governments. A Providence municipal hospital comparable to those found in other mid-sized cities could easily require \$10 to \$20 million annually in State and City operating subsidies.

This pattern of enabling City government to avoid costs it might otherwise have to bear can also be found in fields other than health care. By maintaining security forces that patrol both their own campuses and the immediately adjacent streets, HELP colleges and universities have assumed responsibilities for crime prevention that might otherwise fall on City government.

HELP members also provide a variety of other services to City agencies that allow them to avoid costs they would otherwise incur.

For example:

- Providence College sponsors an annual safety and survival conference for firefighters. (Providence also offers the region's only bachelor's degree in fire science — a program specifically

designed to help firefighters make the transition into post-fire-service careers.)

- HELP itself funds a program to train Providence public school teachers in the teaching of English as a Second Language — a capability that is vitally needed in a school system with a large and growing immigrant population. Brown University and Providence College have provided these graduate-level courses to more than 450 Providence teachers, at no cost to the City, and with only a nominal fee for participants.
- Faculty and students in Brown's Environmental Studies program have helped City staff prepare several elements of the City's environmental plan — for example, a Greenway plan — have conducted soil analyses on vacant lots in several neighborhoods, and have helped the City assess environmental conditions that might contribute to childhood asthma.

These programs permit City government to avoid direct outlays for the services provided.

## SERVICES TO THE COMMUNITY

As noted in the Introduction to this report, HELP's creation in 1994 reflected its members' collective commitment to serving the people of Providence. That commitment is manifested not only in the activities undertaken directly by HELP — which were described in **Part One** — but also in a wide range of community service programs that each of the member institutions sponsor individually.

This part of the report highlights some of the most notable elements of the ten institutions' community service programs. It focuses on HELP members' involvement in the provision of health care to the poor and uninsured, in efforts to improve Providence schools, and in the development of low-income communities.

### PROVIDING HEALTH CARE FOR THE POOR AND UNINSURED

Like many other cities and states, Providence and Rhode Island are struggling to respond to the challenges posed by the continuing evolution of the nation's health care financing system. Throughout the 1990s, both the City and the State have seen a steady increase in the number of residents who lack health insurance; by 1999, the Hospital Association of Rhode Island estimates that

the number of uninsured Rhode Islanders reached 100,000. At the same time, the financial pressures experienced by local health services providers have increased — in part due to curbs on Medicare spending imposed by the Balanced Budget Act of 1997, in part due to the rise of managed care.

The hospitals subsidize health care for the poor and uninsured in several ways. In 1999 they provided free health care costing nearly \$10.5 million to eligible Providence-area residents — typically those with incomes below the federally defined poverty level. The hospitals also provided \$32.4 million in services to patients who were not formally eligible for free care, but who for a variety of reasons were not able to pay their bills. Many of these “bad debt” cases involved

**Table 6:  
Uncompensated Care Provided By HELP  
Hospitals, 1999 (\$ thousands)**

Butler Hospital	661
The Miriam Hospital	5,023
Rhode Island Hospital	25,887
Roger Williams Medical Center	4,991
St. Joseph Hospital	5,707
Women & Infants' Hospital	5,760
<b>TOTAL</b>	<b>48,029</b>

the working poor — the families of low-wage workers whose jobs don't provide health insurance.

Finally, the hospitals further subsidized the delivery of health care to the poor by absorbing the difference between payments received under the Medicaid program, and the actual cost of serving Medicaid patients. This "Medicaid shortfall" totaled \$5.5 million in 1999.

Uncompensated care is not, however, the only means through which HELP members assist in meeting the health service needs of Providence residents.

Some examples:

- Roger Williams Medical Center's "ContinuCare" program maintains and staffs satellite physicians' offices in seven senior centers and assisted living facilities — including two within the City. In 1999, Roger Williams spent \$650,000 on the program.
- Women & Infants' Hospital operates an array of programs aimed at meeting the special needs of adolescents, pregnant teens and teen mothers in Providence. "Two to Get Ready," for example, provides weekly health and parenting education sessions for pregnant teenagers; "Teen Link" provides substance abuse education to pregnant teens and teen parents.

- In 1999, culinary arts students at Johnson & Wales University developed and implemented "Veggin' Out" — a joint program with the local Women, Infants and Children program aimed at enhancing WIC recipients' knowledge of good nutritional practices. (WIC is a federally funded program that provides supplementary assistance to pregnant women, new mothers and their infant children.)
- Hasbro Children's Hospital, the children's division of Rhode Island Hospital, operates a Family Resource Center, which provides parents and children in the community with a wide range of literature, information and audiovisual materials relating to children's health needs.

Some of the research conducted at HELP member institutions also has a direct impact on the health of the community. Women & Infants' Hospital pioneered the use of a technique for screening newborns for hearing problems — work that led to legislation mandating such tests for all babies born in Rhode Island. Other Women & Infants' researchers are participating in a nationwide study that is testing the effectiveness of early screening of pregnant women for fetal chromosome abnormalities associated with Down Syndrome; as part of that study, thousands of Providence-area women will have access to such screening.

## EXPANDING EDUCATIONAL OPPORTUNITY

Improving the quality of elementary and secondary education in Providence is among the City's highest priorities. More effective schools are essential to the creation of a better future for the City's children — and to the City's ability to meet the demands of the new economy.

As noted in **Part One**, improving Providence schools has from the beginning been a major focus of HELP's activities. Students, staff and faculty at HELP's member colleges and universities are also engaged, through a variety of community service programs, in efforts to expand educational opportunities available to the City's young people.

For example:

- Since 1993, students from Providence College's Feinstein Institute for Public Service have coordinated after-school clubs at three neighborhood schools in Providence. Working with teachers at the three schools, as well as Americorps volunteers, students have organized and managed a variety of after-school activities, ranging from sports to science projects, for hundreds of students, ranging in age from kindergartners to high school students. This HELP-funded program has helped keep students engaged in constructive activity, at times when many might otherwise be

left unsupervised. Using the Feinstein Institute program as a model, the Providence School Department was able to secure a three-year, \$1.5 million federal 21st Century grant to support replication of similar programs in nine Providence schools.

- Providence College has also helped plan and develop a "Child Opportunity Zone" (adjacent to the Camden Avenue Elementary School), a place where both children and adults can go to obtain General Equivalency Diploma and English as a Second Language training, health care and counseling.
- Students at Providence College and Johnson & Wales — which requires all students to engage in community service — provide tutoring and technical support for computer labs at various Providence public schools.
- Through RISD's "Studio in the Museum" program, graduate art education students teach Providence elementary and middle school students in a museum setting.
- Under RISD's "Community Arts" program, RISD and Brown studio majors work with students at two Providence high schools.
- The Brown Science Outreach program sends teams of students into elementary and middle schools to help plan and oversee student science projects.

- Each year, one in four Brown students participates in a formal, sustained community service program, typically involving a commitment of 2 to 15 hours per week. During 1998-99, students performed approximately 77,000 hours of community service.

These and other community service programs supported by HELP member institutions have expanded the educational opportunities available to thousands of young residents of Providence. HELP's colleges and universities also contribute to educational improvement in Providence, and throughout the State, through their role in the training and professional development of teachers — a role that is described in **Part Seven** of this report.

## NEIGHBORHOOD REVITALIZATION

While the Providence economy has rebounded during the past several years, some neighborhoods are still lagging. South Providence has long been an area of particular concern.

In 1995, following a six-month planning process funded by the Rhode Island Hospital Foundation, three HELP hospitals — Rhode Island, St. Joseph and Women & Infants' — joined together with neighborhood residents to create the South Providence Development Corporation (SPDC). SPDC's mission is:

*To serve the residents and our institutional partners in South Providence by bringing about business and employment opportunities within the health care, small business and corporate sectors, as well as needed human services, in order to renew the economic, social and health status of the community.*

During SPDC's first five years, its three institutional partners committed a total of \$725,000 in support. These funds allowed SPDC to leverage more than \$2.3 million in funding from other public and private sources.

SPDC has focused on improving the quality of life in South Providence; placing neighborhood residents in jobs; and creating new businesses. During its first five years, SPDC placed 216 people in jobs. It assisted in the creation of three new businesses — Cleanscape, Horton Interpreting and Accu-Lab — all of which provide services to the three institutional partners. It has improved the physical environment of the neighborhood, through the clean-up and maintenance of vacant lots.

With the hospitals' support, SPDC is continuing to develop new projects that will help to revitalize the neighborhood, including a new business incubator.

In addition to their community service commitment, Providence College and Roger Williams Medical Center, located at opposite ends of the Elmhurst and Smith Hill neighborhoods, have teamed up to contribute to the long-term stability of these neighborhoods by offering their respective workforces cash grants, closing cost discounts and other financial incentives to become homeowners in the neighborhoods where they work. Working

in partnership with Citizens Bank and Rhode Island Housing (RIH), these two HELP member institutions are offering these benefits to faculty, college staff, medical personnel and their respective adult children to increase homeownership in these surrounding neighborhoods. In return for providing these financial incentives, prospective buyers commit themselves to live in the property for a minimum of five years.

#### CHRISTMAS IN APRIL

South Providence is not the only part of the City that has benefited from the community service activities of HELP members. "Christmas in April," a program founded by Providence College in 1994, has for the past seven years helped rebuild homes and community facilities in neighborhoods throughout Providence. During that time, more than 6,500 volunteers and 100 institutional, corporate, small business, non-profit and union sponsors have contributed nearly \$1.5 million in labor, building materials, supplies and services, resulting in the renovation and repair of 177 homes and non-profit facilities. In 2000, 1,627 volunteers participated in the restoration of 27 homes and 12 other neighborhood facilities.

Since its founding in 1994, "Christmas in April" has become one of the State's largest and most broadly-based volunteer programs, and has helped stabilize low-income communities throughout the City. HELP has been the program's single largest source of funding; and HELP's ten member institutions are among its leading sources of volunteer labor.

## CONTRIBUTING TO THE GROWTH OF THE NEW ECONOMY

The economic significance of higher education and health care is not limited to their role as generators of jobs, income and government revenues. They also represent important assets on which Providence and Rhode Island can build as they seek to secure their future in the new economy of the 21st century.

### HELPING TO DEVELOP THE CITY'S HUMAN RESOURCES

Since the 1960s, the quality of a City's or region's human resources — its supply of well-educated, highly-skilled workers — has been among the most important determinants of the health of the local economy. Colleges and universities play a vital role in the development of a community's human resources — both by educating its young people, and by attracting from elsewhere talented people who remain in the community after graduation.

**Table 7:  
Providence Residents Enrolled at  
HELP Institutions**

	Graduate/ Undergraduate	Professional	Total
Brown	144	190	334
Providence College	277	201	478
Johnson & Wales	285	46	331
RISD	71	75	146
<b>Total</b>	<b>777</b>	<b>512</b>	<b>1,289</b>

### Developing a College-Educated Work Force

During the 1998-99 academic year, a total of 1,289 Providence residents were enrolled at Brown University, Johnson & Wales University, Providence College and the Rhode Island School of Design.

An additional 3,353 residents of other Rhode Island communities were also enrolled at the four schools, including 2,478 undergraduates and 875 graduate and professional students.

Financial assistance provided by the Brown, Johnson & Wales, Providence College and RISD and helps young Providence residents take advantage of the educational opportunities the four schools offer. In 1998-99, the four schools provided more than \$3.7 million in financial aid to Providence residents, and an additional \$9.2 million to students from other Ocean State communities.

While HELP's colleges and universities play a significant role in educating the City's young people, they draw even greater numbers to Providence from around the nation and the world. In 1999, the four schools enrolled more than 4,500 Rhode Island residents — but they also attracted nearly 20,000 students from

outside the State. While many of these out-of-state students leave Rhode Island after graduation, some stay and contribute to the continued development of the City's and the State's economy. In 1999, more

than 5,200 Providence residents — and more than 23,300 residents of other Rhode Island communities — were graduates of Brown, Johnson & Wales, Providence College or RISD.

### NEW CAREERS IN HEALTH CARE

In Providence as elsewhere, the demands of the new economy can pose a difficult challenge for those with limited education and limited work experience. The health services sector can play a particularly important role in this context, by coupling a wide range of opportunities for entry-level advancement with opportunities for training and professional development.

In 1994, HELP, working in collaboration with the Hospital Association of Rhode Island, launched *Providence Works* — a program that prepared Providence residents to take the State certifying exam for nursing assistants. The program provided 240 hours of training in both classroom and clinical settings — twice the minimum required for state certification. Clinical training took place at HELP member hospitals; and classroom sessions were held at a variety of locations throughout the City, including the Mount Hope and Elmwood Community Centers. The program also provided mentoring, academic support and career development services.

Between 1994 and 1998, more than 500 Providence residents — 65 percent of whom had been receiving public assistance — completed *Providence Works*. Ninety-five percent of all those who completed the program passed the State certification exam; and about 75 percent of them got jobs in health services. The State's nursing home industry has been the largest employer of Providence Works graduates, with others being hired by hospitals, home health agencies and community health centers.

## Training the State's Health Care Professionals

HELP hospitals also contribute to the development of Rhode Island's human resources, through their role in the education and training of the State's health care work force. The Brown University School of Medicine — the State's only medical school — does not operate its own hospital. The clinical component of medical education at Brown is instead provided at seven affiliated teaching hospitals, of which four — Rhode Island, The Miriam, Women & Infants' and Butler — are members of HELP. Roger Williams Medical Center is similarly affiliated with the Boston University Medical Center.

HELP hospitals also contribute to the training of physicians through their role in graduate medical education. In 1999, more than 700 physicians worked as residents and fellows at HELP hospitals. Each year, residency and fellowship programs bring to Providence hundreds of talented young medical professionals — talent that the City might not otherwise be able to attract. Residents and fellows add to the depth and quality of the City's health care work force — and a significant number remain in Rhode Island after their graduate work is completed.

HELP hospitals also provide opportunities for clinical training to students in other health care professions, including nursing,

physical, occupational and speech therapy, and medical technology. The hospitals thus play a vital role in ensuring that local health care institutions have available the skilled workers they need to maintain Providence's position as a regional health services center — and ensuring that Providence residents have the skills they need to take advantage of the opportunities the health services sector offers.

## Improving the Quality of Education

HELP member institutions contribute to the development of human resources in Providence and other Rhode Island communities not only by directly educating local residents, but also through their role in training the teachers who are educating the next generation of Rhode Islanders. In 1999, approximately 690 Rhode Island teachers held degrees from Providence College or Brown. Thousands more had participated in professional development programs offered by HELP members — several of which were created and funded by HELP.

For example:

- HELP's *Teaching for Tomorrow* (TFT) program, described in **Part One** of this report, supports the development of innovative approaches to professional development in six Providence public schools that are leading the School District's campaign to improve student literacy.

- For its sixth year, HELP will continue to support the professional development for teachers of English as a Second Language, targeting the teachers in the six TFT schools. This initiative, run by The Education Alliance at Brown University, is aimed at ensuring that services to students whose native language is not English are fully integrated into the School District's literacy program — an essential step if the program is to succeed in a community with a large and growing immigrant population. To date, more than 500 Providence teachers have received this training.
- HELP is funding the creation of new literacy clinics at six elementary and middle schools. The clinics will provide intensive after-school assistance for children who are lagging significantly in the development of reading skills, and who need extra help in order to catch up. HELP is funding teams of teachers who will work with “literacy coaches” to assist groups of 30 students, three afternoons each week for 30 weeks.
- The Institute for Elementary and Secondary Education, affiliated with Brown University, is a partnership between the University and 34 Rhode Island schools and school districts, providing professional development opportunities for teachers and other school personnel. The Annenberg Institute, also affiliated with Brown,

is supporting the Providence School Superintendent's campaign to improve student literacy.

- The Laboratory at Brown (LAB), a regional research center funded by the U.S. Department of Education, conducts research and provides training and technical assistance on issues relating to racial, ethnic and linguistic diversity in Rhode Island schools. Staff from the LAB are facilitating the Carnegie Corporation high school restructuring effort, with a LAB staff member assigned to each Providence high school.
- RISD's “New Directions in Art Education” project — funded in part through a grant from HELP — has helped to improve the quality of art education in 37 Providence public schools. The program includes professional development, curriculum redesign, creation of an arts resource center and support of local “miniprojects.” Under a program funded by the U.S. Department of Education and the Rhode Island Foundation, RISD has expanded the professional development opportunities to art teachers throughout the State.

Graduates of HELP's member institutions are thus significant contributors to the pool of professional, managerial, creative and entrepreneurial talent on which the future of Providence

depends — important sources of educational opportunity for the City’s young people.

**HELPING MAKE PROVIDENCE  
A CENTER OF RESEARCH AND  
INNOVATION**

During the next several decades, a community’s economic vitality will, to a great extent, depend on the strength of its intellectual capital — the sum total of information, knowledge and creative talent that can be used to create wealth. Academic research centers — universities, colleges and academic medical centers — are among the leading sources of the intellectual capital that drive the U.S. economy.

**Table 8:  
Research Spending at HELP Institutions,  
1999 (\$ thousands)**

Brown	\$74,300
Rhode Island	23,926
The Miriam Hospital	13,967
Women & Infants’	3,253
Roger Williams Medical Center	2,131
Others	1,422
<b>Total</b>	<b>\$118,999</b>

Especially for a City its size, Providence has a strong concentration of academic research activity. Brown is one of New England’s leading research universities; and according to the National Research Foundation, Rhode Island, The Miriam,

Women & Infants’, and Butler hospitals all ranked among the top fifty hospitals in the nation, in terms of spending on research. In 1999, research spending at HELP member institutions totaled nearly \$119 million.

**Academic research contributes to  
the local economy in several ways.**

- Most academic research is funded from external sources — federal government, foundation and corporate grants and contracts. In 1999, only about 2 percent of all research spending at HELP member institutions was funded with State and local resources. Academic research is thus a major generator of local jobs and income in its own right. In 1999, research funding attracted by HELP member institutions directly supported an estimated 2,100 full-time equivalent jobs.
- The results of academic research sometimes have direct commercial application, leading to the creation of new businesses, or the expansion of existing ones. Several examples are cited below.
- A thriving research enterprise helps attract the talented people — faculty members, students, physicians, entrepreneurs — who will play such a critical role in the future growth of the City’s economy. Rhode Island Hospital, for example, recently recruited a leading kidney specialist — who has in turn brought millions of dollars in new

research funding and 22 new research jobs to Providence.

- A strong academic research base can serve as a magnet that attracts corporate Research and Development operations. In the information technology sector, Brown's strength in computer graphics and RISD's in graphic design led the leading European graphics firm, Fraunhofer IGD, to choose Providence as the site for its U.S. operations.

## NEW BUSINESS DEVELOPMENT

HELP's member institutions also contribute more directly to new business development in Providence.

Brown University and several HELP hospitals license the results of their research to local companies that seek to translate this knowledge into commercially viable new products. In some cases, new technologies are licensed to existing companies; in others, new companies are created for the specific purpose of commercializing technology developed in a university or hospital lab. Examples of local start-up companies that are developing new products under such licensing agreements are presented in **Table 9**.

In some cases, faculty members or other professionals at HELP institutions have created new local businesses that are not based on license agreements. For example,

Nestor Inc., one of Rhode Island's leading software firms, was started by two Brown faculty members.

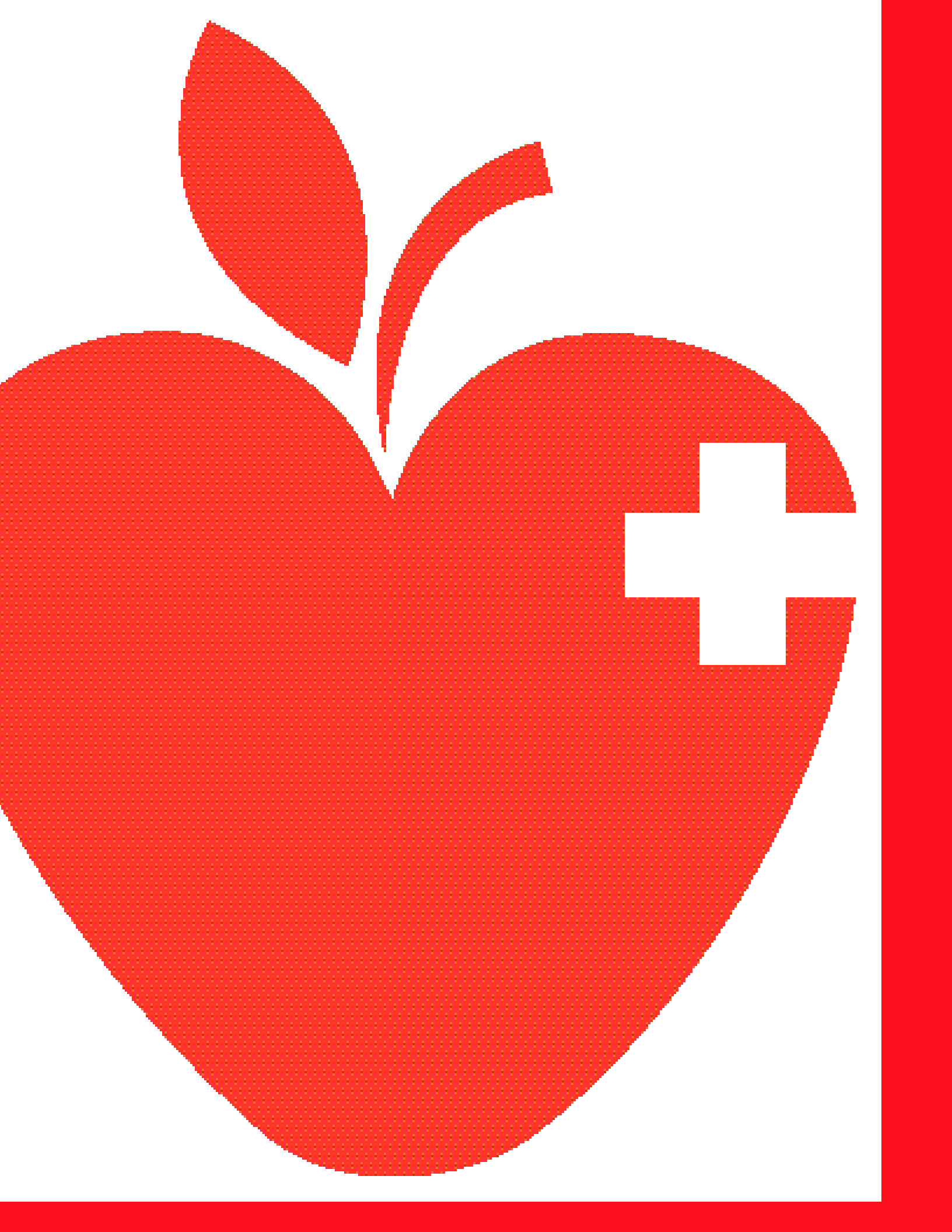
**Table 9:  
Start-Up Companies Operating Under  
Licensing Agreements with HELP Institutions:  
Selected Examples**

Company	Licensors
Compact Radio.com	Brown University
Gene Spectrum	Brown University
Spherics, Inc.	Brown University
MultiCell Associates	Rhode Island Hospital
Summa Biologics	Rhode Island Hospital
Traumatos Therapeutics	Rhode Island Hospital
Cell Based Delivery	The Miriam Hospital

Finally, graduates of the four HELP schools also contribute to the entrepreneurial vitality of Providence. RISD estimates that at least 50 of its graduates have started companies in Rhode Island. Graduates of Johnson & Wales' culinary school have helped make the City's restaurants an important element in its on-going revitalization. Brown graduates are among the founders of several leading Rhode Island start-ups in fields such as new media and information technology. And graduates of Providence College have filmed major motion pictures throughout the state (including *Something About Mary* and *Outside Providence*) and hosted the world premieres of these movies in Providence, with proceeds benefiting local charities.

**BUILDING THE CITY'S FUTURE:  
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This report is the result of an independent study conducted by Appleseed, an economic development-consulting firm.



# HELP Members

Brown University

Butler Hospital

Johnson & Wales University

The Miriam Hospital

Providence College

Rhode Island Hospital

Rhode Island School of Design

Roger Williams Medical Center

St. Joseph Hospital

Women & Infants' Hospital



HEALTH & EDUCATION LEADERSHIP FOR PROVIDENCE

A community partnership of colleges and hospitals