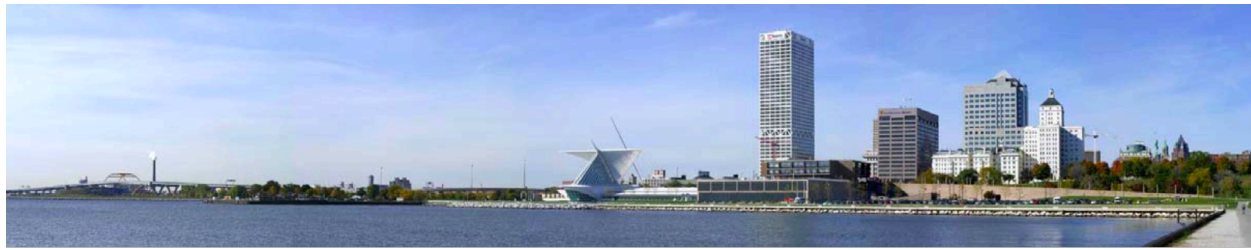


Achieving the Talent Dividend in Greater Milwaukee

Initial Planning: July 2009



First Briefing

CEOs for Cities has articulated a compelling case for generating dividends for major metropolitan regions with its recent report titled *CityDividends: Gains from Improving Metropolitan Performance*.¹ A briefing specifically focused on the talent dividend in June 2009 for leaders in the Milwaukee region of southeastern was led by Carol Coletta, president of CEOs for Cities.

Julia Taylor, president of the Greater Milwaukee Committee, convened the meeting of 30+ key business, civic, and educational leaders. This first briefing has translated into a groundswell of interest in pursuing the talent dividend for the region.

One Percentage Point Increase

The Talent Dividend essentially is achieved by increasing educational attainment by one percentage point over the existing level within the region. Under the CEOs for Cities formula, college attainment equals a \$763.00 per year increase in regional per capita income for a total near \$1 billion in the greater Milwaukee region. The college attainment level will need to rise from 30.4% to 31.4% or an additional 10,000 four-year degrees among our over 1.6 million person metropolitan area. Increased attainment of high school diplomas and 2 year degrees is also important.

Measurable and Monetized

One particular appeal of the Talent Dividend concept is the simplicity of the goal: *one percentage point increase in educational attainment*. This is coupled by the accessibility of the data for measurement over time as well as the translation of educational attainment into dollars of per capita income.

Establishing Structure

The Talent Dividend Initiative is under consideration by the Talent Committee of the Greater Milwaukee Committee chaired by Jeffery A. Joerres, Chairman, CEO & President of Manpower and Betty Quadracchi, Publisher of Milwaukee Magazine. This committee includes a number of key industry and educational leaders including Dr. Helen Sobehart, President of Cardinal Stritch University who is willing to provide leadership in the initiative. The Talent Committee meets on July 16 to discuss and formalize its commitment.

The Talent Dividend will be co-sponsored by the WIRED initiative and Regional Workforce Alliance which has been funding innovations to build a stronger talent development network.

An advisory board of top leaders from industry, education, non-profits and philanthropy is being developed. Working task force groups will be established to engage staff level resources, expertise, and accountability. These task force groups will report to the advisory group of top-level leaders.

Wisconsin has a newly elected state superintendent of public instruction who is committed to increasing the level of high school diploma attainment. A briefing

¹ Cortright, J. (2009). *CityDividends: Gains from Improving Metropolitan Performance*. Chicago, CEOs for Cities.

of the project with Dr. Tony Evers is being scheduled. Active engagement of Wisconsin's Department of Public Instruction is anticipated.

Connection to Industry

Education, training, and talent development are most beneficial when aligned with projected needs of industry. Advisory input on labor market projects will help us connect to where industry needs exist in order to ensure hiring and advancement for those completing degrees.

Defining the Scope and Parameters

CEOs for Cities does not take a prescriptive approach and thus requires regional planning and adaptation of the concept. A first step will be to assess the geographic reach and to further research the numbers to set targets for 4 year attainment, 2 year degree attainment, high school attainment and potentially advanced degree attainment.

Learn, Link & Leverage:

Efforts to increase educational attainment are often intense and individually focused to particular students. Such efforts generally remain within the bounds of individual institutions. An early step will be to Inventory and assess the capacity of existing activities underway in the region. Following an online survey and follow up phone interviews, we plan to host forum to build out needed connections. In addition, we will identify gaps, areas where expanded capacity is needed, and areas to align programs.

This new initiative will be closely linked to the work underway by the WIRED initiative that is actively building a regional talent development network. Specific WIRED-funded innovations that will contribute increasing educational attainment include:

- The articulation agreement task force between tech colleges and 4 year universities,
- The launch of a Sustainable Management bachelors degree available online for students with 60 or more existing credits,
- Southeastern Wisconsin pre-college capacity building project,
- Project Lead The Way bridge curriculum between high schools and colleges,
- and a wide range of water industry related innovations that will foster talent development for this growing sector.

Initial Appeal for Talent Dividend

Paraphrasing the comments from attendees of the first briefing and the subsequent follow-up meetings, the leaders are interesting in, supportive of and looking to link to this as a larger initiative for the region:

- *The time is right. Milwaukee needs this as a common, unifying goal.*
- *This can benefit our residents, students, and employers.*
- *The concept is something that organizations, and especially educational institutions can stand behind and stand together on.*
- *The "1 percentage point gain" is a clear goal that will have wide appeal and is not politically charged.*
- *This will engage K-12 education, our 2 year tech colleges, the 4 year universities and the workforce boards.*
- *The innovation and progress we have made through WIRED will make a solid foundation for the Talent Dividend.*

Timeline

July & August: Organizing / Planning Phase
September & October: Resource / Fund Development followed by implementation

Contact:

Julia Taylor, President
Greater Milwaukee Committee
jtaylor@gmconline.org
414-272-0588