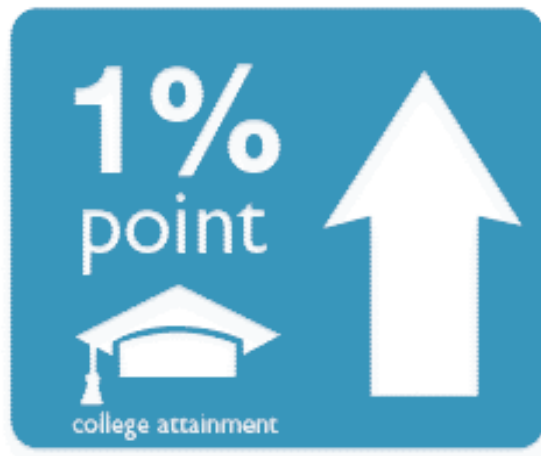


CEOs
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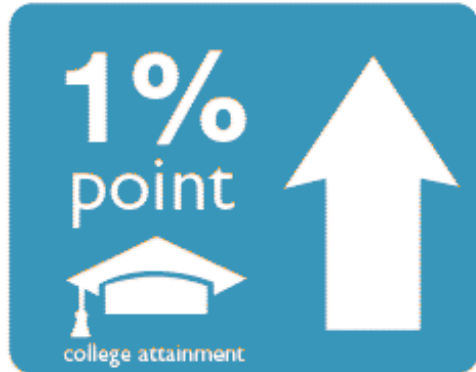
CEOs for Cities is a national network of urban leaders dedicated to building and sustaining **the next generation of great American Cities.**

The Talent Dividend

Sponsored by:



City Dividends



 **Talent**

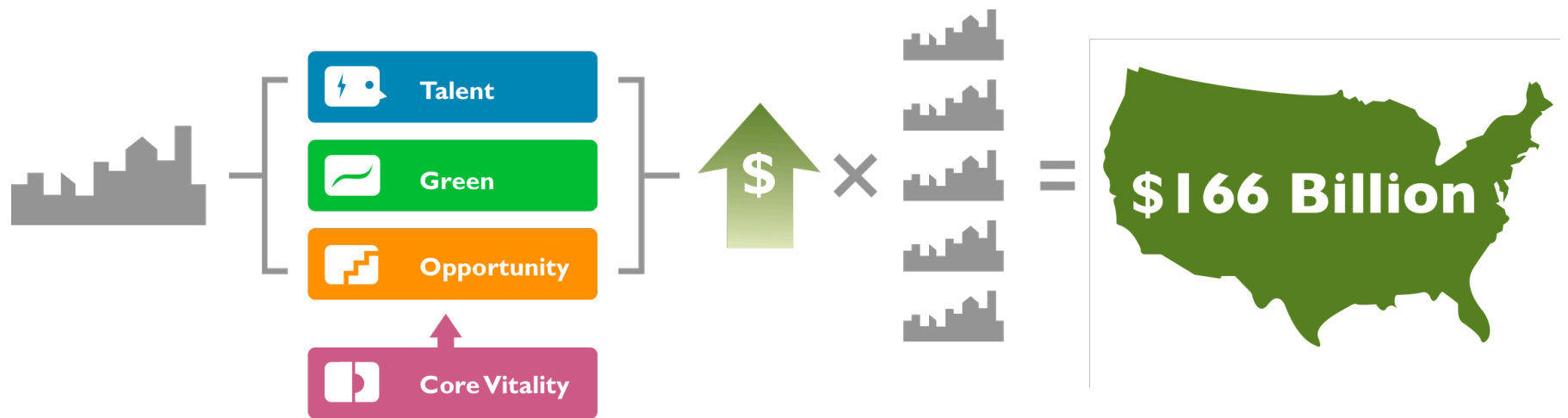


 **Green**



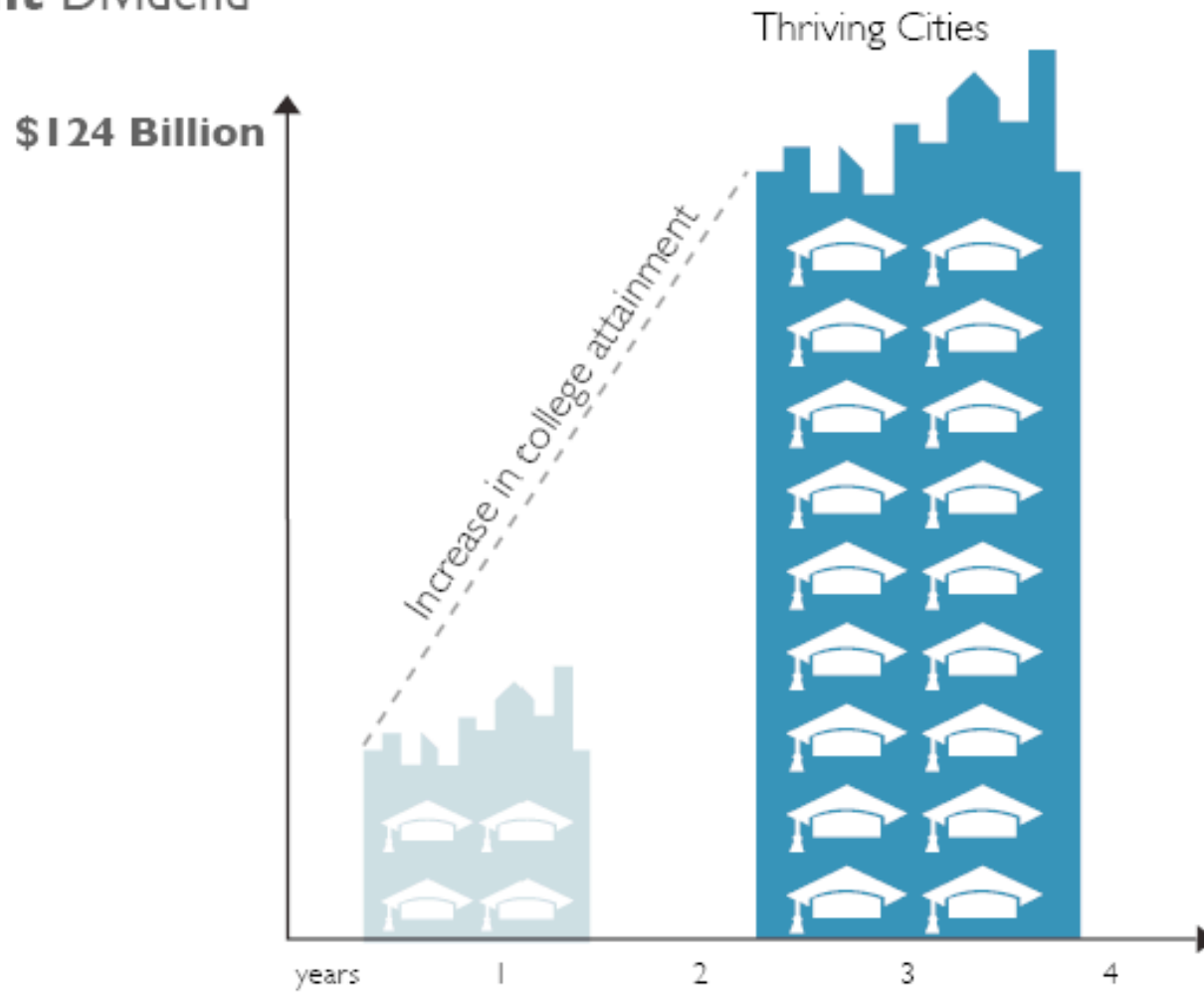
 **Opportunity**

National Gains



Talent

Talent Dividend



Talent retention is key.

Quality of place

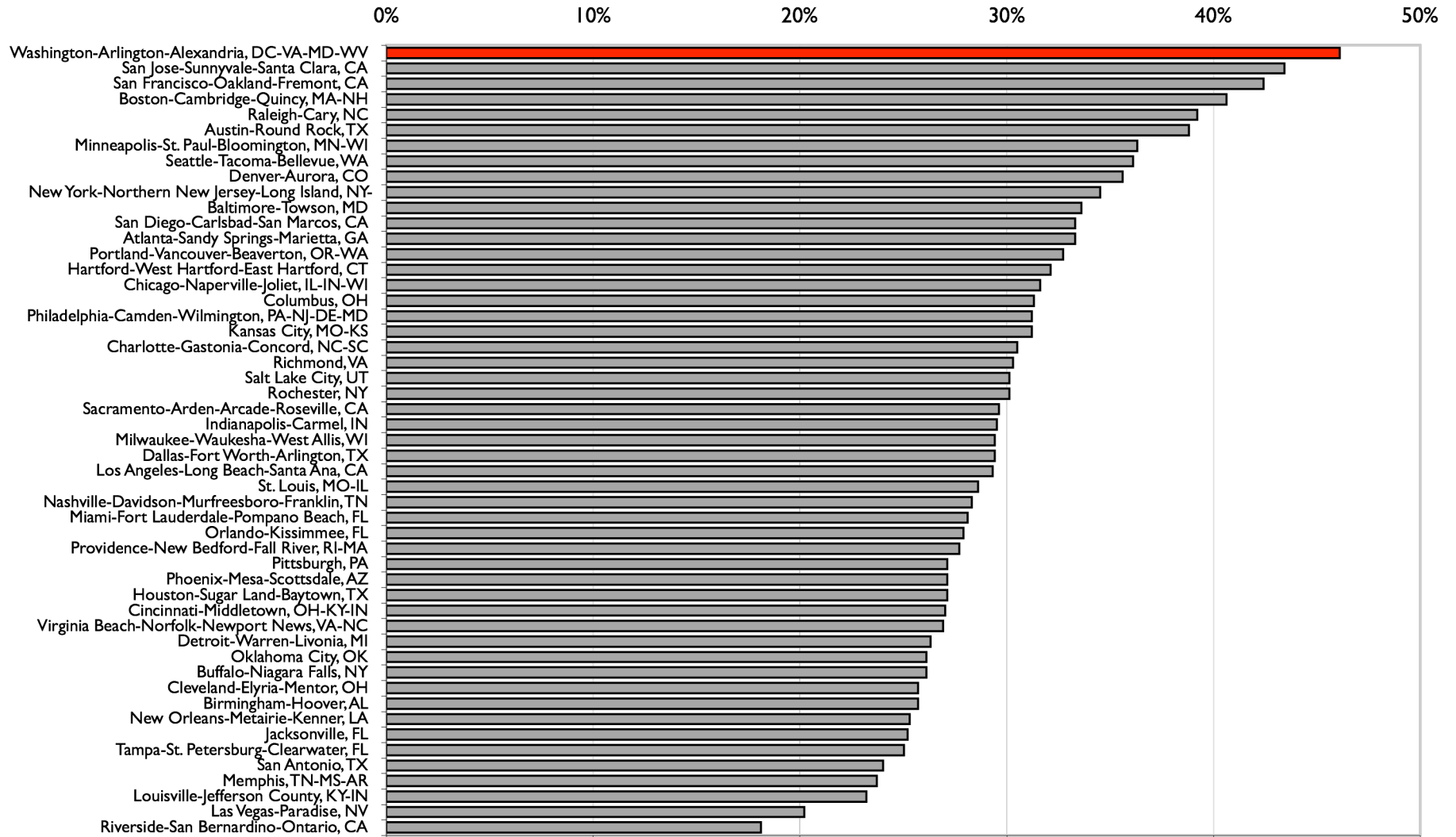
Quality of opportunity

The Approach

- Cities differ in educational attainment
- Differences reveal opportunities for improvement
- Improvement gains estimated from evidence
- Gains represent potential payback from better policies

Metro Variations in Educational Attainment

Four Year College Attainment Rate



Note: Washington-Arlington-Alexandria, DC-VA-MD-WV MSA

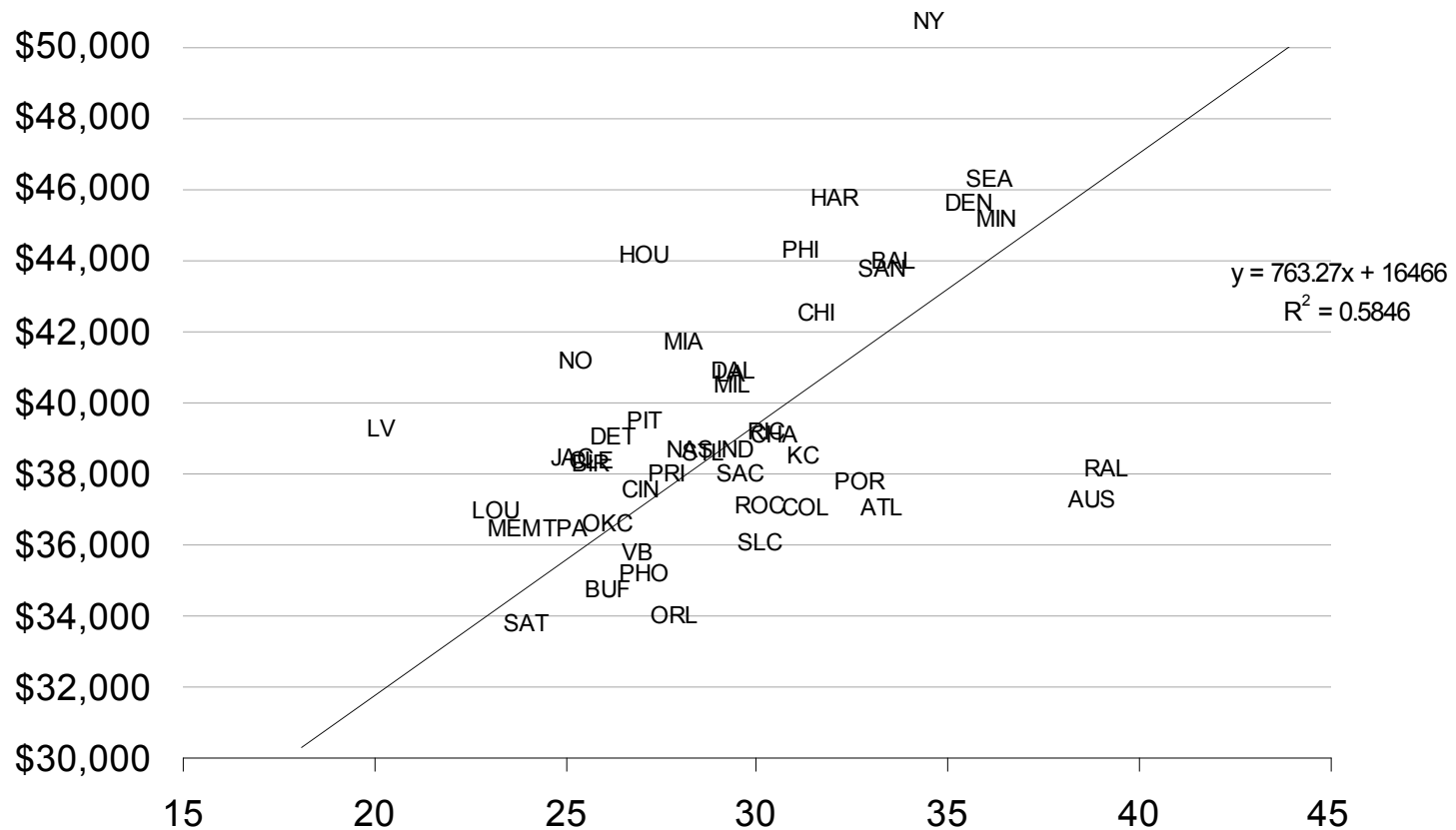
The Hypothesis

- Better-educated = higher incomes
- Better-skilled = more innovation and productivity

The Evidence

Education Explains Most Differences in Metro Income

Annual Per Capita Income, 2005



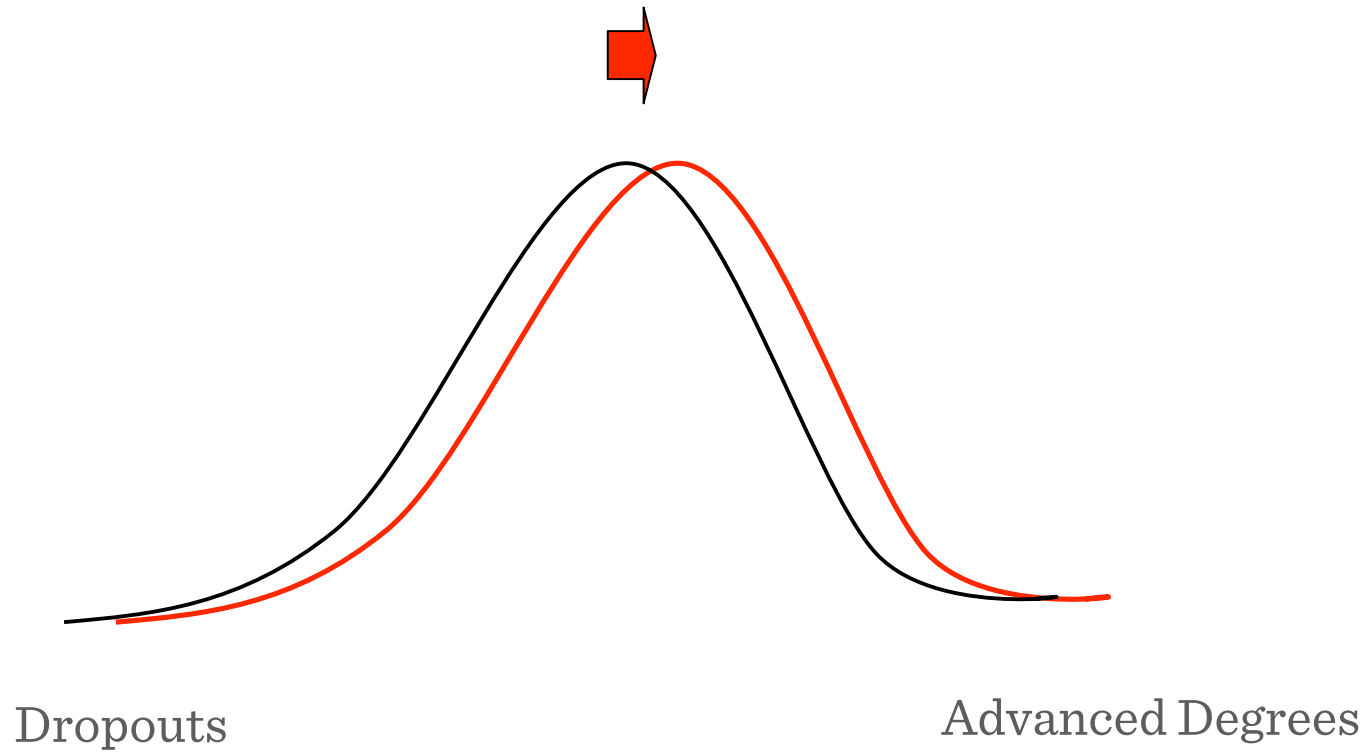
Percent of Population with a 4-Year College Degree, 2006

Sources: BEA (Income), Census (Education)

Estimating the Gain

- Each 1 percentage point increase associated with \$763 increase in per capita income or about \$1,900 to \$2,290 per year for average household (2.5-3 people)
- Important to note: education gains are product of shift in entire skill distribution - not just moving a certain number of people from no degree to college graduation

Shifting the Distribution



Educational Attainment

Talent Measures	%	No. of People
Educational Attainment (Population 25 and Older)		
Less than High School	14.7%	58,980
High School Only	20.7%	83,053
Some College/AA	17.4%	69,813
Four-year Degree	47.3%	189,778
Educational Attainment of Young Adults (25 to 34)		
Less than High School	8.5%	9,081
Four-year Degree	60.7%	64,852
Talent Dividend		
Goal	48.3%	
Additional degree holders		4,012

Why Focus on Educational Attainment?

Unemployment by Education Level	
Overall	9.7%
Less than High School	14.5%
High School Only	10.8%
Some College/AA	8.2%
Four-year Degree	4.9%

Source: Bureau of Labor Statistics, March 2010

Three-quarters of the workers that were fired over the last year were let go on a permanent, not a temporary basis.

-- David Rosenberg, July 2009

Why Focus on Educational Attainment?

Wages by Education Level	Weekly	Annualized
Less than High School	\$448	\$23,296
High School Only	\$624	\$32,448
Some College/AA	\$738	\$38,376
Four-year Degree	\$1,140	\$59,280

Source: Bureau of Labor Statistics, First Quarter 2010

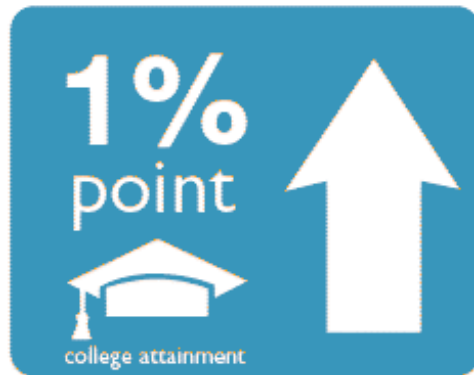
Washington DC's Talent Dividend

If we increase Washington DC's college attainment rate from 47.3 percent to 48.3 percent (4,012 *additional new grads*)...

The DC Talent Dividend =
\$450 million annually

City Dividends

\$450 million



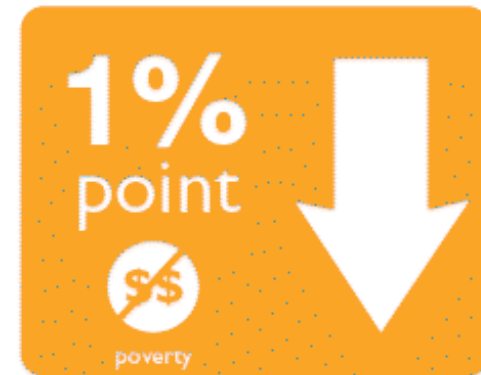
 **Talent**

\$107 million



 **Green**

\$47 million

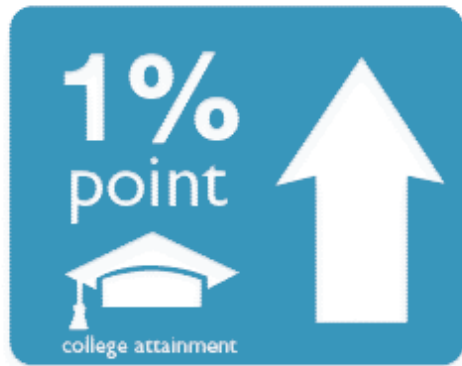


 **Opportunity**

Total City Dividends for DC...

\$604 Million Annually

Capturing the Talent Dividend



Strategy Buckets:

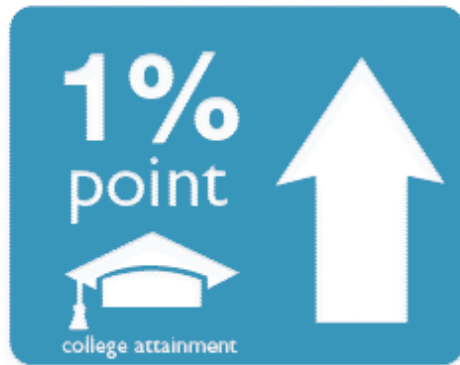
Re-engage adults with some college, no 4-year degree

Increase transfer rate of students in 2-year institutions to 4-year institutions

Retain current students for timely completion

Increase college-going behavior of high school students

Who Needs to Participate in Achieving the Talent Dividend



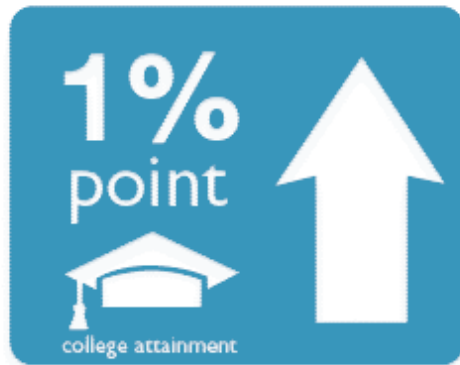
Colleges & Universities – Increase retention and completion rates, increase enrolled adults, retain graduates in city

Businesses - Flex time, classes on corporate campus, open house on occupations, accredited corporate education, identify employees with some college but no completion, tuition reimbursement

Foundations - Align giving to reach goal, hold grantees accountable, measure and report results at key milestones, provide independent advocates

Who Needs to Participate in Achieving the Talent Dividend

K-12 - Increase college-going behavior





Nonprofits - Align programs to reach goal, take responsibility for results

Government - Flex time, classes in city buildings, open house on occupations, identify employees with some college but no completion, tuition reimbursement

Economic Development - Embed talent development and retention as a priority in strategic plan

Talent Responsibility Map

Baseline		Critical Metrics			
Organization		On-time High School Graduates	College Continuation	Adult Postsecondary Participation	College Completion
K-12	City Public Schools	Primary	Secondary	Secondary	Secondary
	County Public Schools	Secondary	Secondary	Secondary	Secondary
	Private Schools	Secondary	Secondary	Secondary	Secondary
Higher Education	Community College	Secondary	Primary	Primary	Primary
	Public University	Secondary	Primary	Primary	Primary
Nonprofit	Private Universities	Secondary	Primary	Primary	Primary
	High School Graduation	Primary	Secondary	Secondary	Secondary
Foundation	Access to College	Secondary	Primary	Primary	Primary
	Workforce Development	Secondary	Primary	Primary	Primary
Business		Secondary	Primary	Primary	Primary
Government		Secondary	Primary	Primary	Primary
Economic Development		Secondary	Primary	Primary	Primary

 = Primary Organization
 = Secondary Organization

Total BAs produced

Net in-migration

Dying BAs

Net BAs

TD Goal New BAs

Gap

X+Y
Z
A
X+Y+Z-A
#
#-Net BAs

Imagine developing *all of our talent*
and putting it all to work.

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www.ceosforcities.org/talentdividendtour