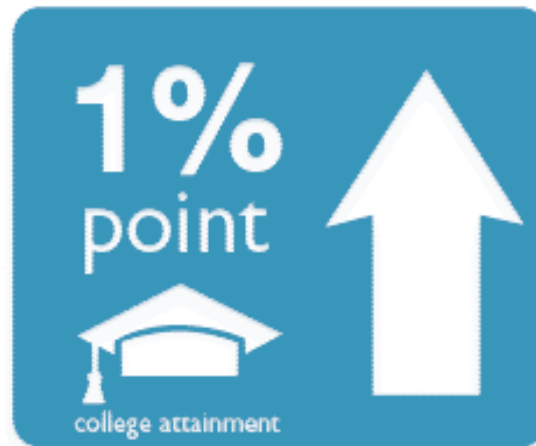


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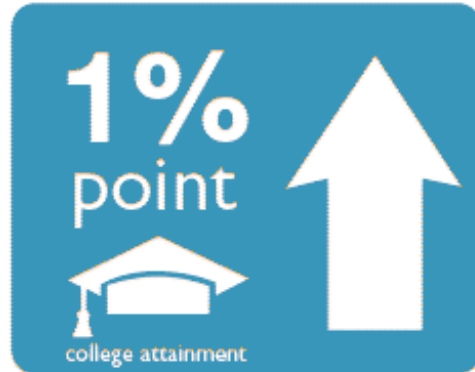
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CEOs for Cities is a national network of urban leaders dedicated to building and sustaining **the next generation of great American Cities.**

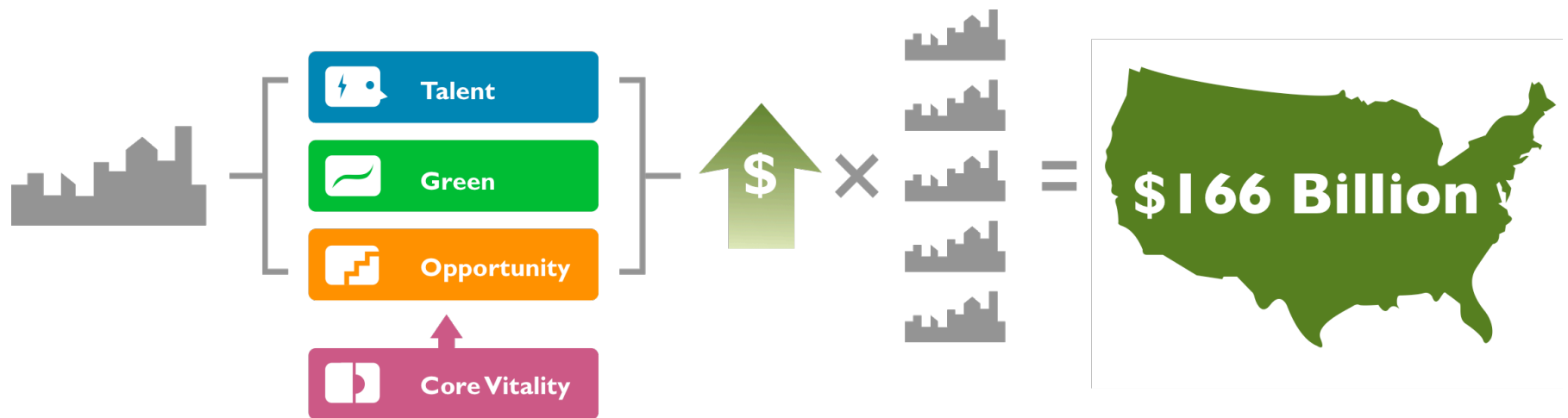
The Talent Dividend



City Dividends



National Gains



Talent

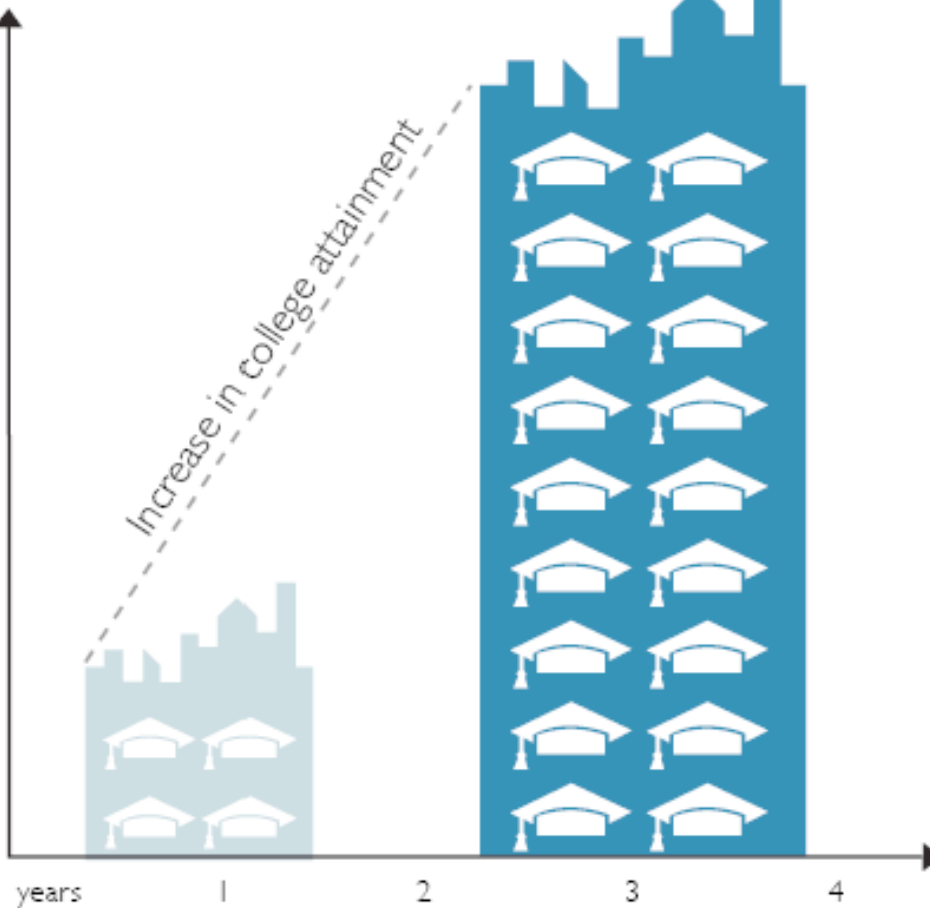


Talent Dividend

\$124 Billion

Thriving Cities

Increase in college attainment



Talent retention is key.

Quality of place

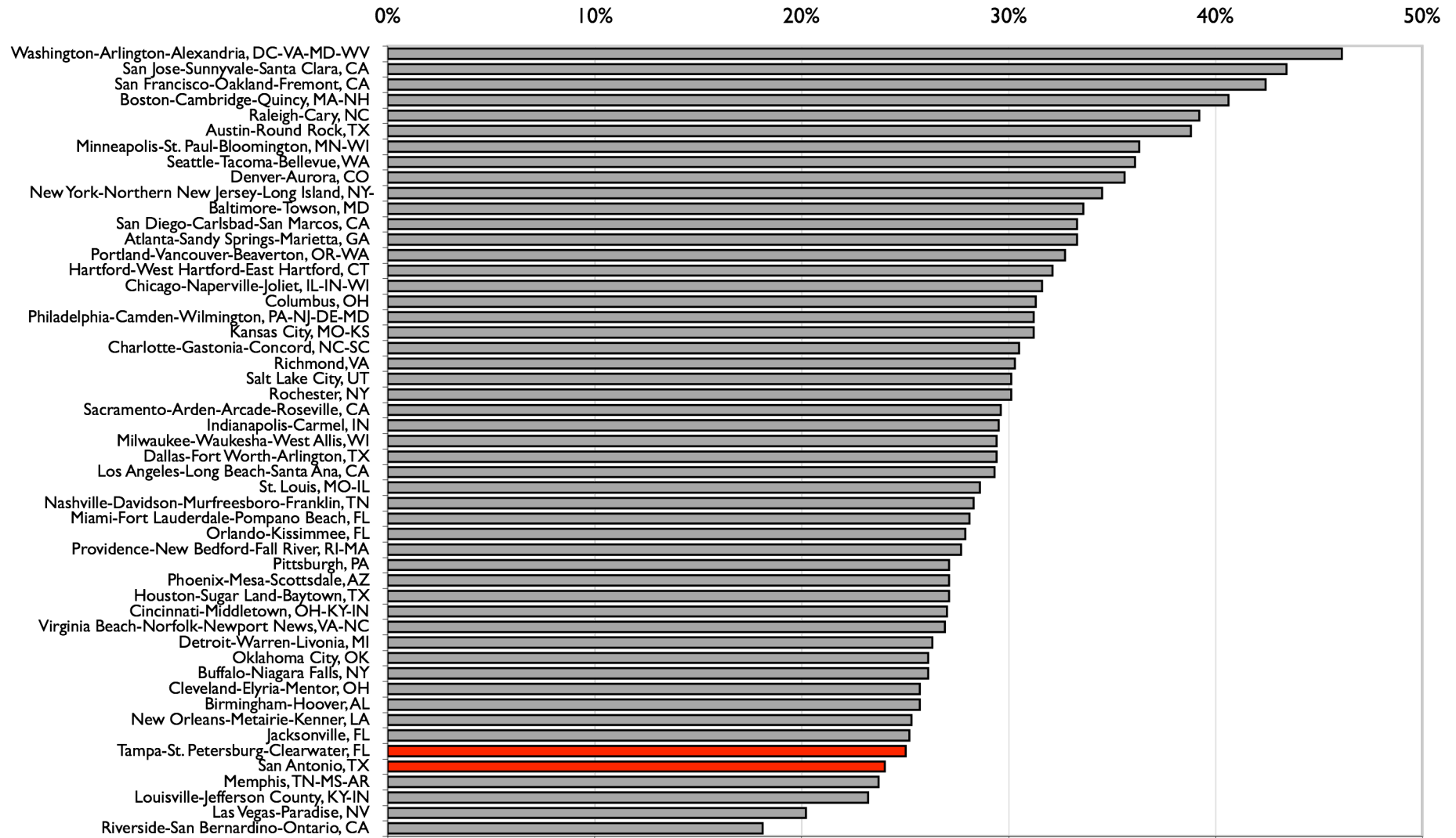
Quality of opportunity

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



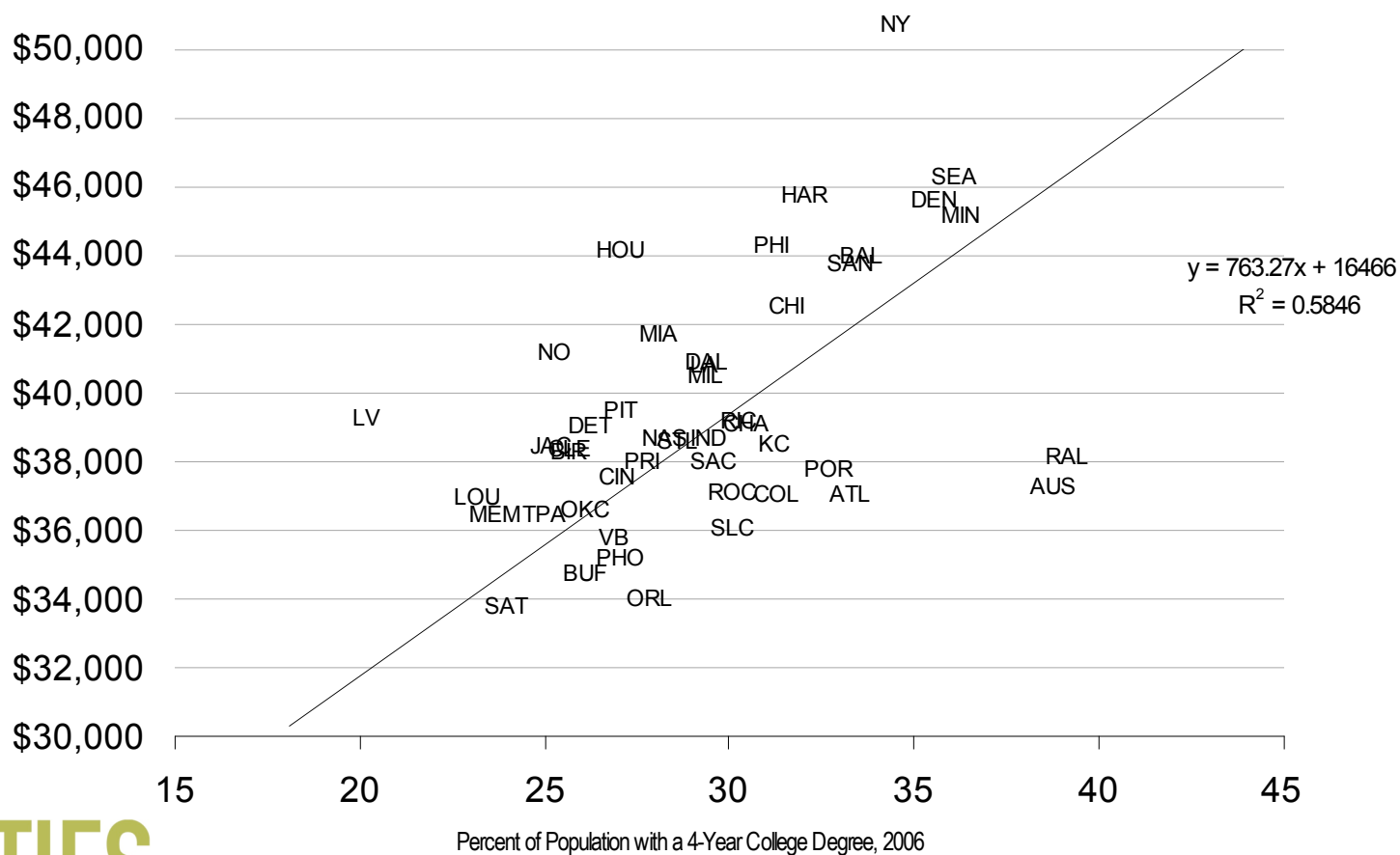
The Hypothesis

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

The Evidence

Education Explains Most Differences in Metro Income

Annual Per Capita Income, 2005



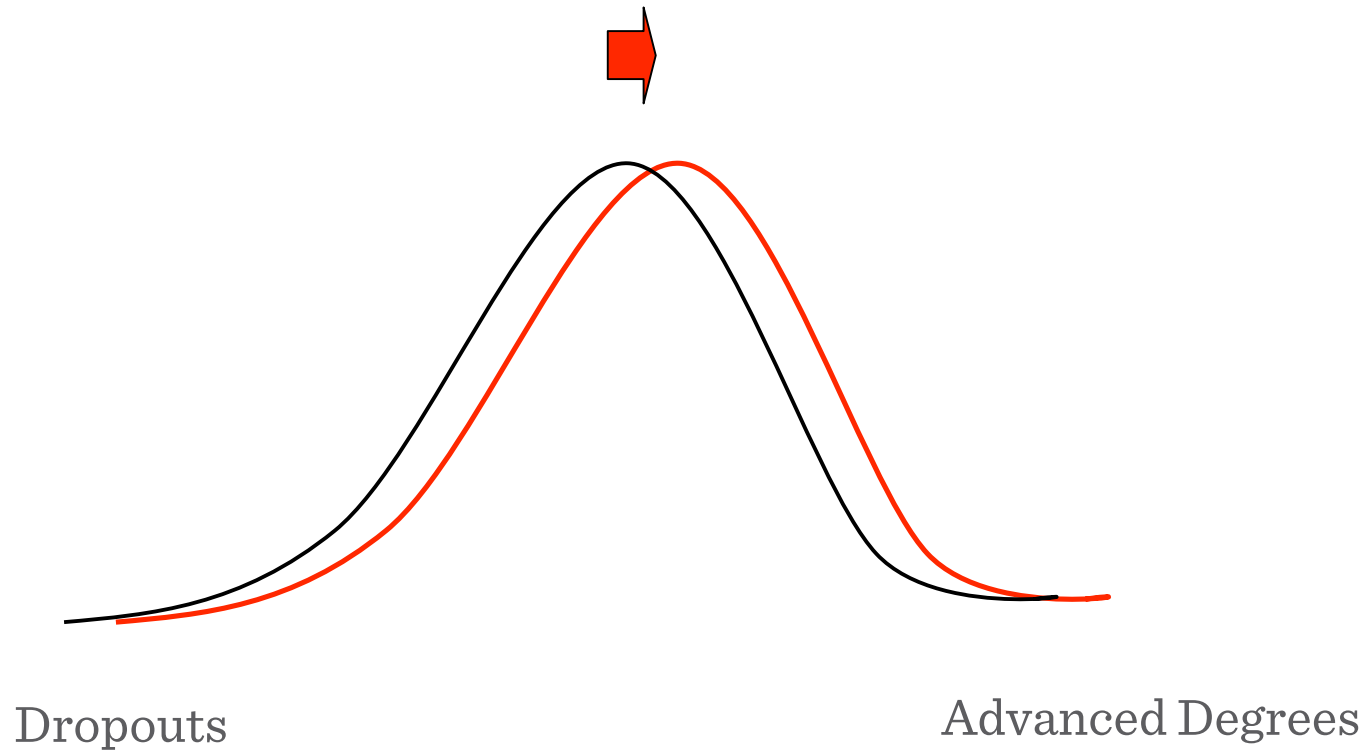
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Percent of Population with a 4-Year College Degree, 2006
Sources: BEA (Income), Census (Education)

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	13.3%	78,465
High School Only	30.8%	181,709
Some College/AA	31.4%	185,249
Four-year Degree	24.5%	144,541
Educational Attainment of Young Adults (25 to 34)		
Less than High School	12.6%	15,039
Four-year Degree	22.4%	26,736
Talent Dividend		
Goal	25.5%	
Additional degree holders		5,900

Why Focus on Educational Attainment?

Unemployment by Education Level	
Overall	9.8%
Less than High School	15.0%
High School Only	10.8%
Some College/AA	8.5%
Four-year Degree	4.9%

Source: Bureau of Labor Statistics, September 2009

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

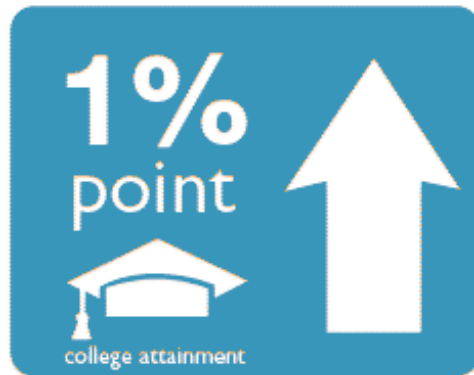
Tulsa's Talent Dividend

If we increase Tulsa's college attainment rate from 24.5 percent to 25.5 percent (*5,900 additional new grads*)...

The Tulsa Talent Dividend =
\$646 million annually

City Dividends

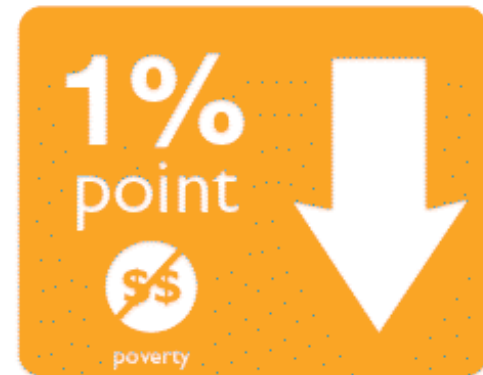
\$646 million



\$163 million



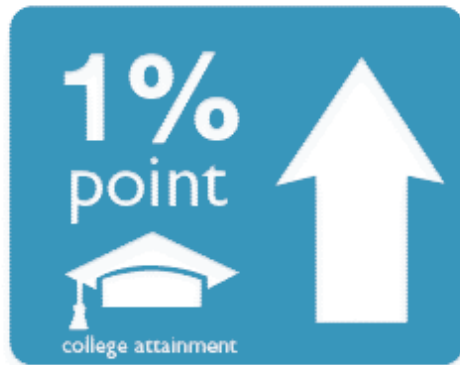
\$73 million



Total City Dividends for Tulsa...
\$882 Million Annually

Capturing the Talent Dividend

Strategy Buckets:



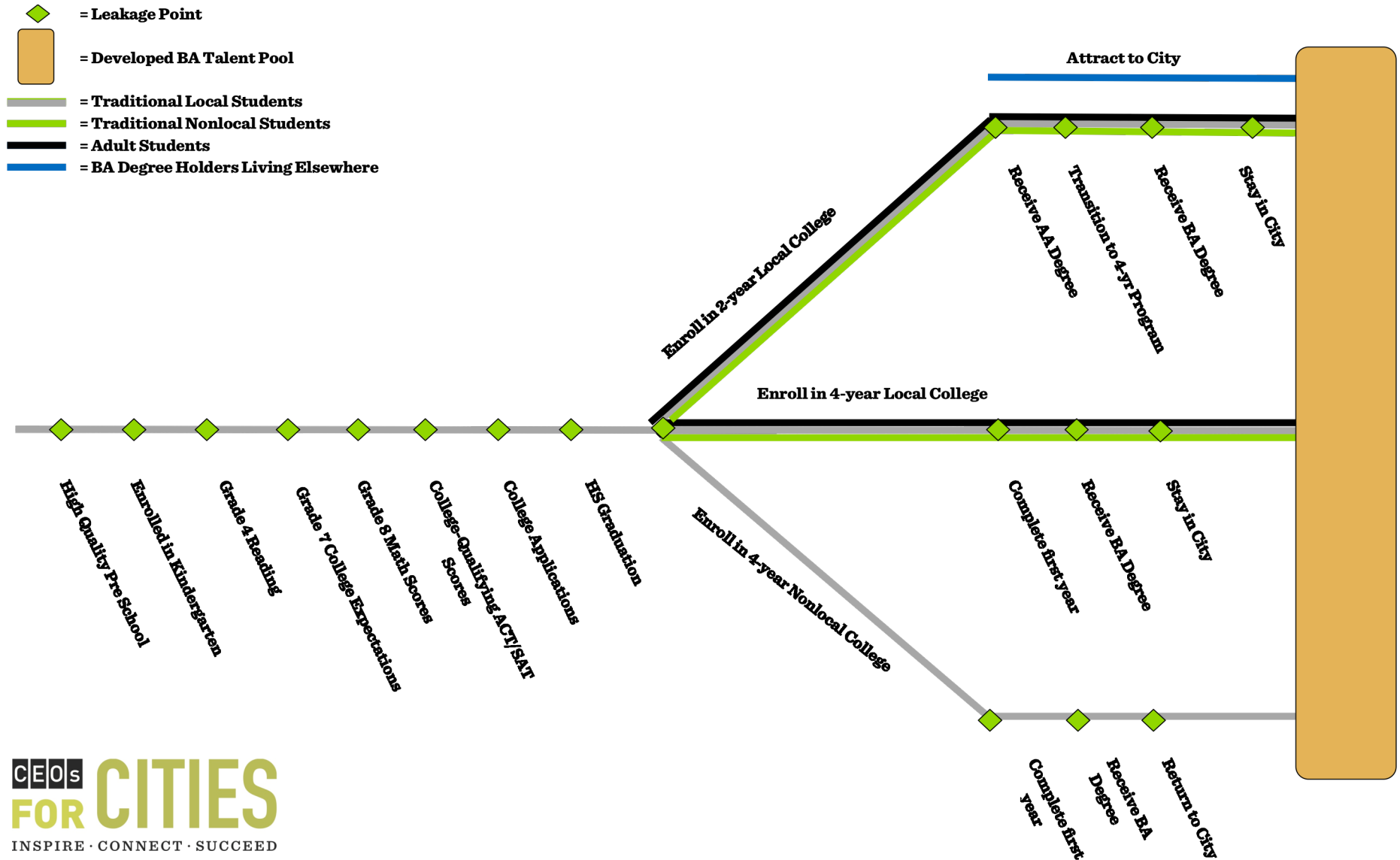
Re-engage adults with some college, no 4-year degree

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

Talent Continuum



Talent Responsibility Map

Organization		Milestones							
		College-Qualifying ACT/SAT Scores	College Applications	Enroll in College	Complete 1st Year	Complete 2nd Year/Receive AA	AA Transfer to 4-year	Complete 3rd Year	Receive BA
K-12	City Public Schools								
	County Public Schools								
	Private Schools								
Higher Education	Community College								
	Public University								X
	Private Universities								Y
Nonprofits	Access to College								

 = 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

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www.ceosforcities.org/talentdividendtour