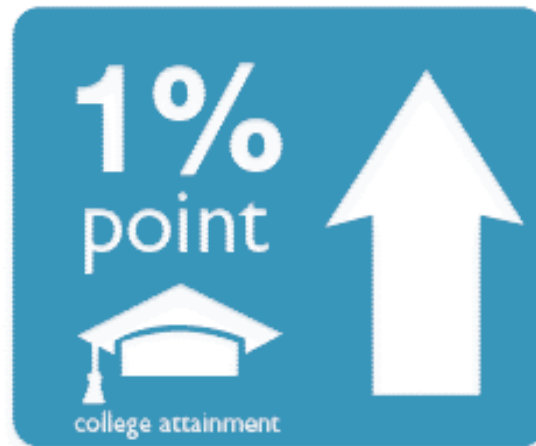


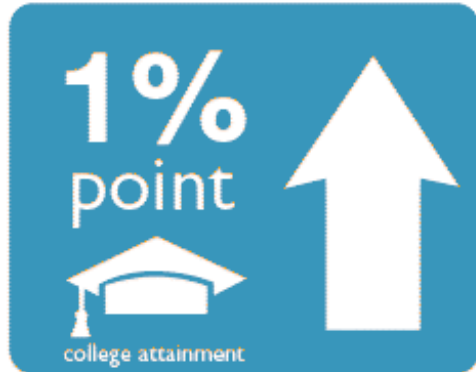
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CEOs for Cities is a national network of urban leaders dedicated to building and sustaining **the next generation of great American Cities.**

The Talent Dividend



City Dividends



 **Talent**

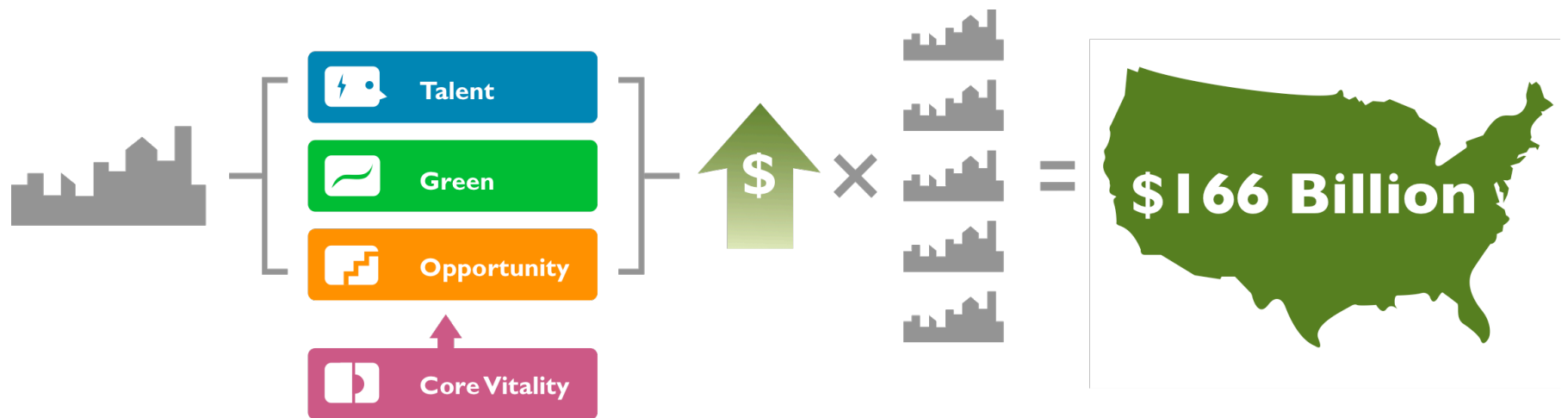


 **Green**



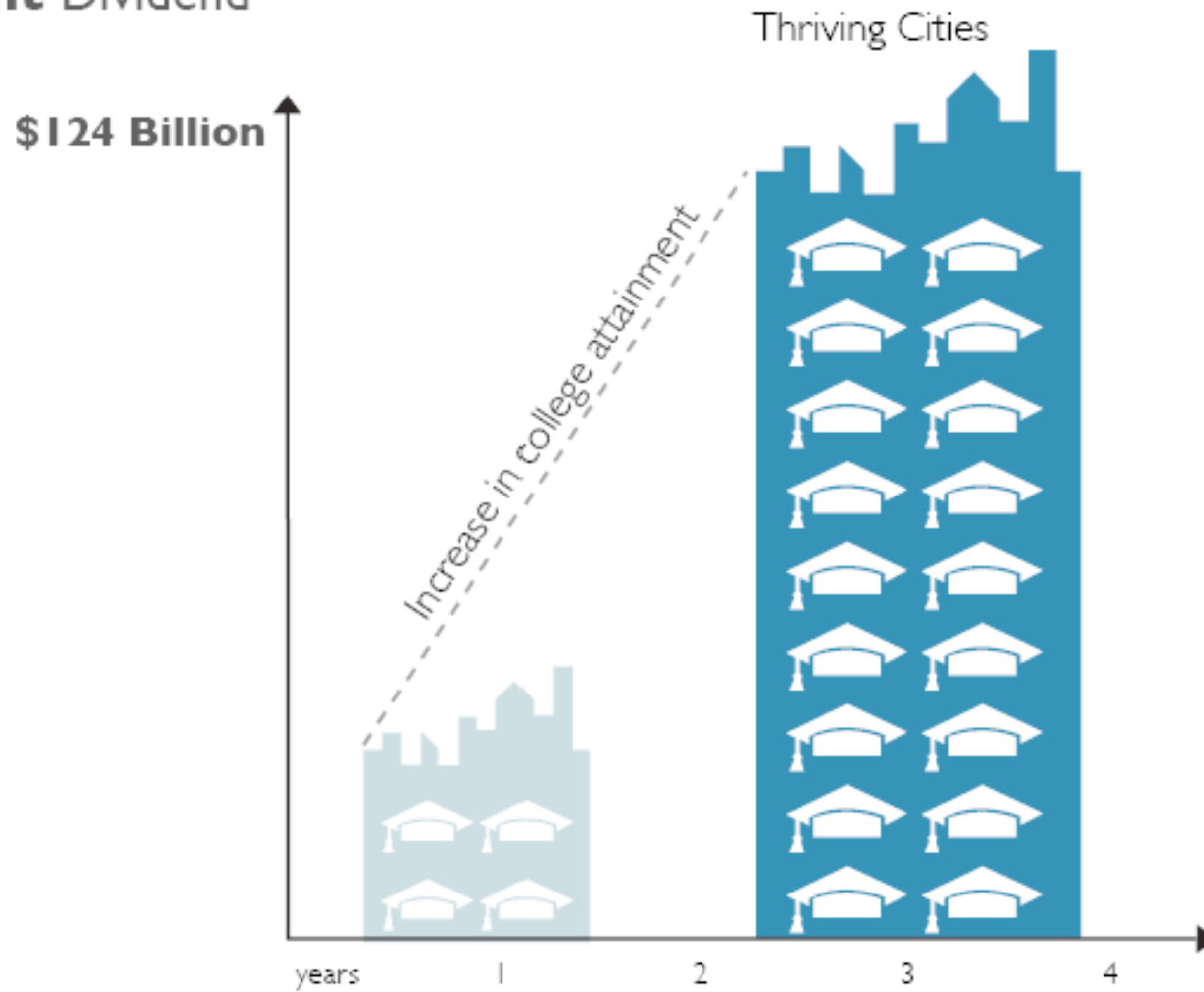
 **Opportunity**

National Gains



Talent

Talent Dividend



Talent retention is key.

Quality of place

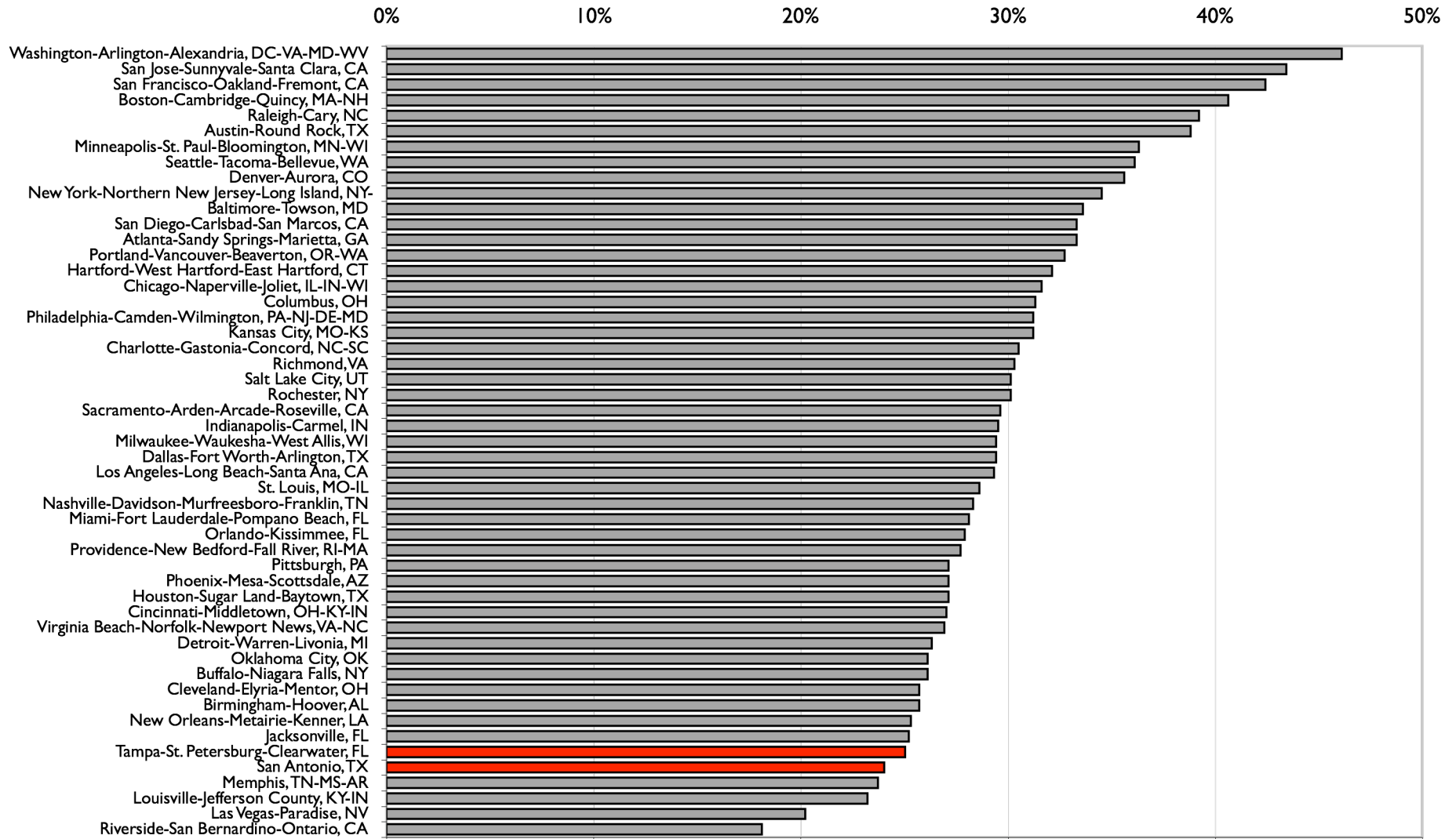
Quality of opportunity

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



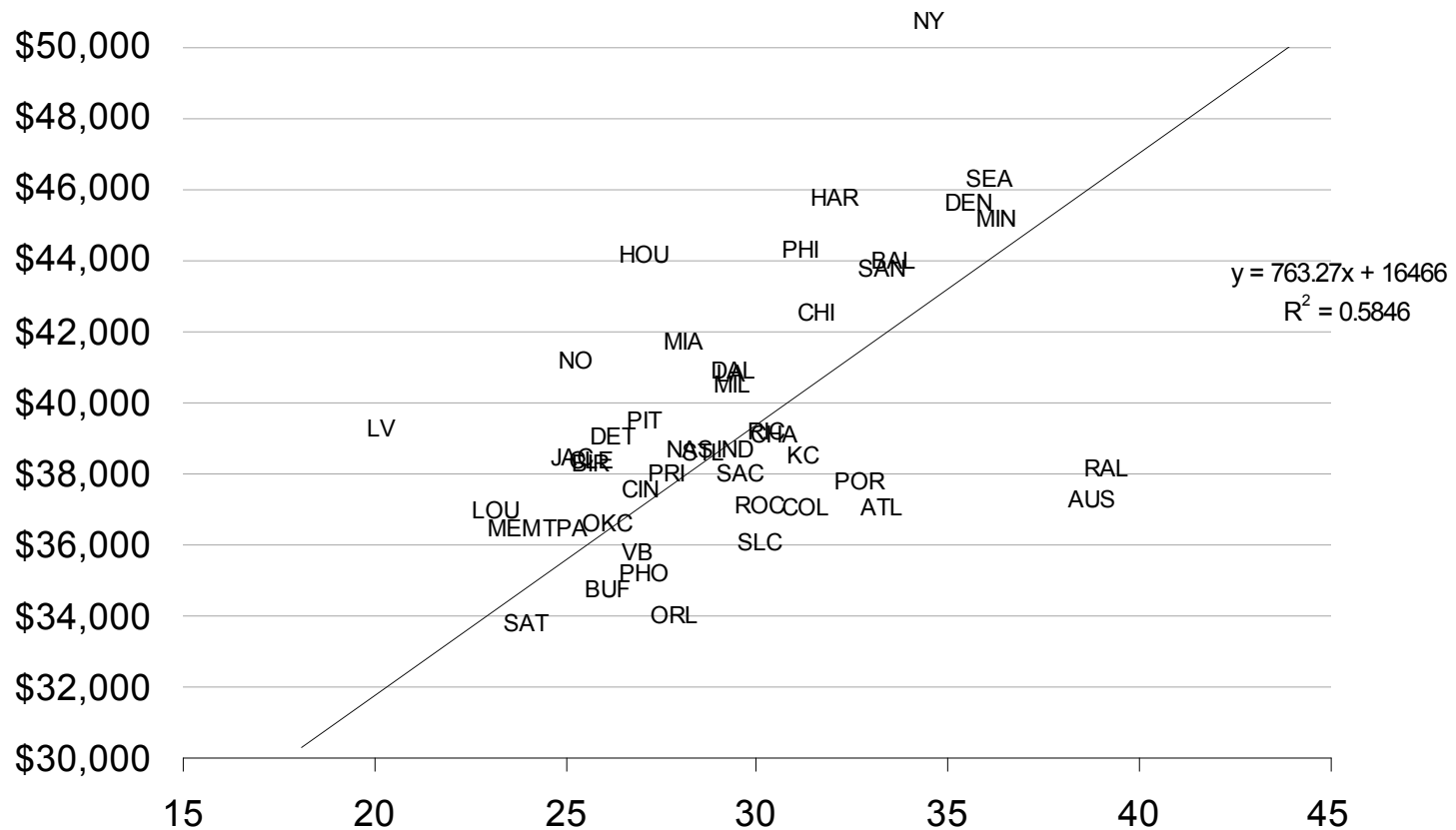
The Hypothesis

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

The Evidence

Education Explains Most Differences in Metro Income

Annual Per Capita Income, 2005



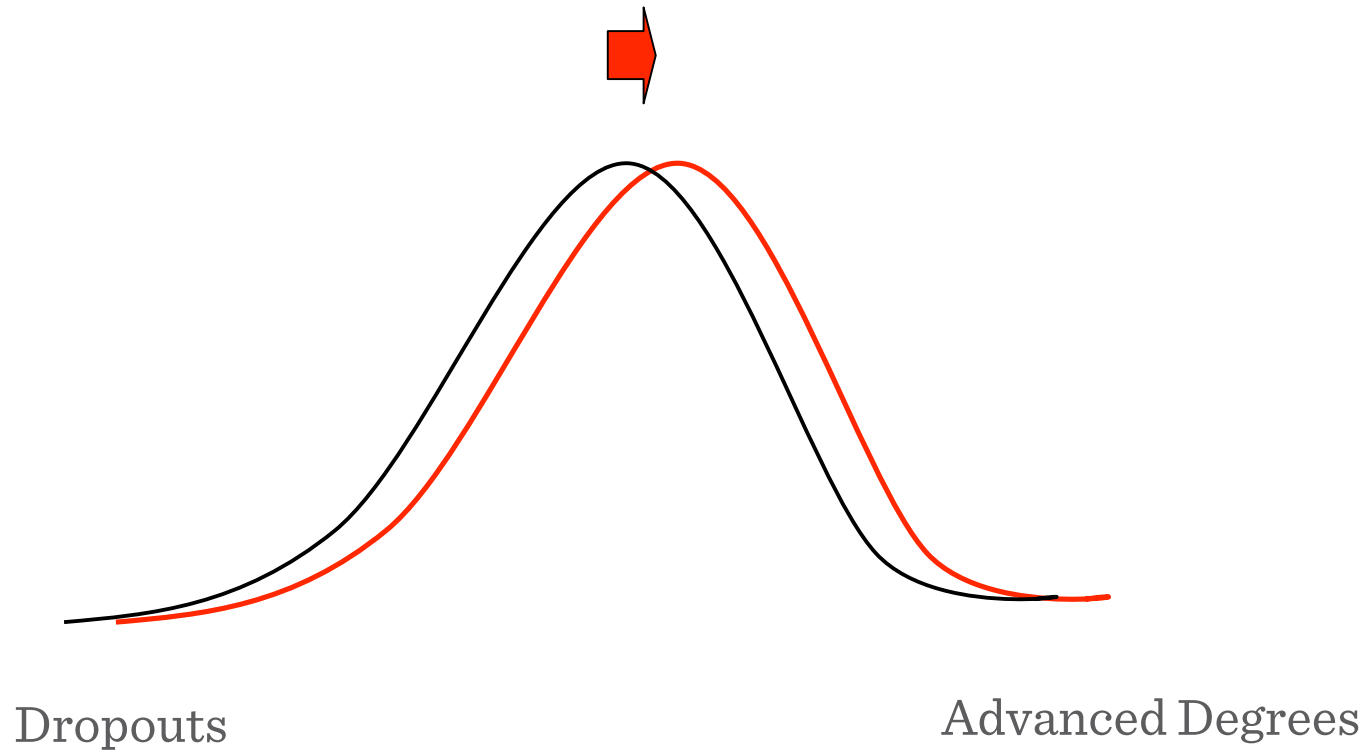
Percent of Population with a 4-Year College Degree, 2006

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	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

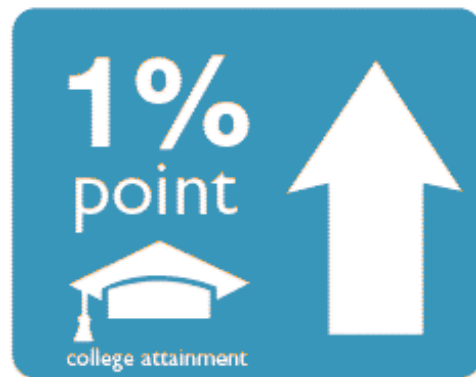
Tulsa's Talent Dividend

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



 **Talent**

\$163 million



 **Green**

\$73 million

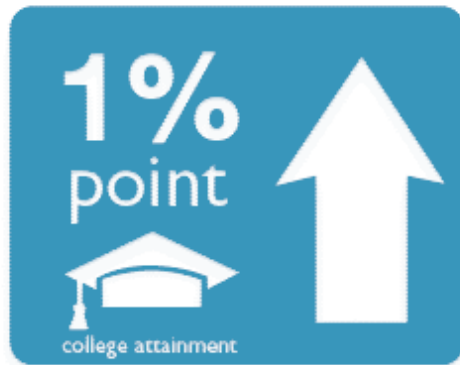


 **Opportunity**

Total City Dividends for Tulsa...

\$882 Million Annually

Capturing the Talent Dividend



Strategy Buckets:







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

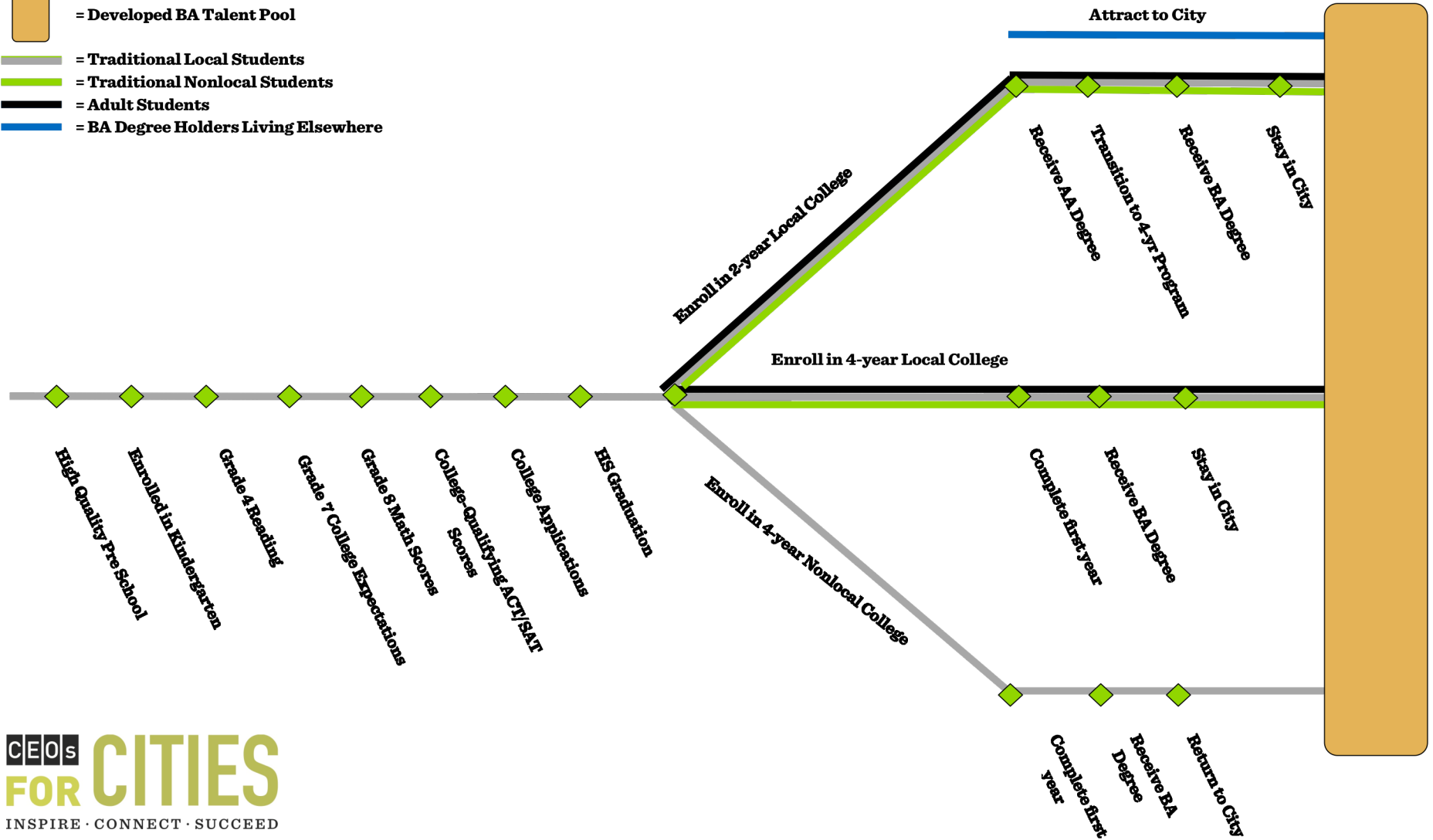
Increase transfer rate of students in 2-year institutions to 4-year institutions

Retain current students for timely completion

Increase college-going behavior of high school students



Talent Continuum

-  = Leakage Point
-  = Developed BA Talent Pool
-  = Traditional Local Students
-  = Traditional Nonlocal Students
-  = Adult Students
-  = BA Degree Holders Living Elsewhere



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	Primary	Secondary						
	County Public Schools	Secondary	Secondary						
	Private Schools	Secondary	Secondary						
Higher Education	Community College		Secondary	Primary	Primary	Primary	Primary		
	Public University			Primary	Primary	Primary	Primary	Primary	X
	Private Universities			Primary	Primary	Primary	Primary	Primary	Y
Nonprofits	Access to College	Secondary	Primary	Secondary	Secondary	Secondary	Secondary		

 = Primary Organization
 = Secondary Organization

Total BAs produced	X+Y
Net in-migration	Z
Dying BAs	A
Net BAs	X+Y+Z-A
TD Goal New BAs	#
Gap	#-Net BAs

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