Columbus is characterized by the “Columbus Way,” which describes the close collaboration between business, city and regional leaders, and the academic and nonprofit community.

- **WHAT WE KNEW (B.C.)**
  - GROWTH OF REGION
  - WORKFORCE TRENDS

- **WHAT HAPPENED (C…Change)**
  - WHAT WE SAW/HEARD
  - VELOCITY OF CHANGE
  - VALUING THE AGILE MINDSET

- **WHAT TO EXPECT (A.C.)**
  - OCCUPATIONAL REPRESENTATION
  - FUTURE TRENDS
WHAT WE KNEW
The Columbus Region has broken growth records over the past 10 years.

No. 1 Fastest growing metro in the Midwest

<table>
<thead>
<tr>
<th>City</th>
<th>Population Growth (2010 – 2020)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Columbus</td>
<td>10.5%</td>
</tr>
<tr>
<td>Indianapolis</td>
<td>8.2%</td>
</tr>
<tr>
<td>Minneapolis</td>
<td>8.2%</td>
</tr>
<tr>
<td>Grand Rapids</td>
<td>8.1%</td>
</tr>
<tr>
<td>Kansas City</td>
<td>6.5%</td>
</tr>
<tr>
<td>Cincinnati</td>
<td>3.4%</td>
</tr>
<tr>
<td>Milwaukee</td>
<td>1.2%</td>
</tr>
<tr>
<td>Detroit</td>
<td>0.8%</td>
</tr>
<tr>
<td>St. Louis</td>
<td>0.6%</td>
</tr>
<tr>
<td>Chicago</td>
<td>0.3%</td>
</tr>
<tr>
<td>Cleveland</td>
<td>-0.9%</td>
</tr>
<tr>
<td>Pittsburgh</td>
<td>-1.4%</td>
</tr>
</tbody>
</table>

No. 1 Job growth metro in the Midwest

<table>
<thead>
<tr>
<th>City</th>
<th>Private Sector Job Growth (2010 – 2020)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Columbus</td>
<td>22.4%</td>
</tr>
<tr>
<td>Detroit</td>
<td>20.7%</td>
</tr>
<tr>
<td>Indianapolis</td>
<td>19.9%</td>
</tr>
<tr>
<td>Minneapolis</td>
<td>16.9%</td>
</tr>
<tr>
<td>Kansas City</td>
<td>15.5%</td>
</tr>
<tr>
<td>Cincinnati</td>
<td>15.2%</td>
</tr>
<tr>
<td>Chicago</td>
<td>14.1%</td>
</tr>
<tr>
<td>St. Louis</td>
<td>10.7%</td>
</tr>
<tr>
<td>Cleveland</td>
<td>9.1%</td>
</tr>
<tr>
<td>Pittsburgh</td>
<td>7.4%</td>
</tr>
</tbody>
</table>

+1 million Projected population growth by 2050

The Columbus Region workforce is steadily becoming more diverse.

Current and Emerging Workforce Demographics by Race/Ethnicity, Columbus metropolitan region, 2018
Percent of 16-24 year olds not in school or working by race/ethnicity, Columbus Region 2017

- All: 10%
- White: 9%
- Black: 14%
- Latino: 10%
- Asian or Pacific Islander: 5%
- Mixed/other: 11%
- People of color: 13%
Between 2010 and 2020, 92% of the Columbus Region’s population growth was from people of color.

Source: U.S. Census Bureau, 2010 and 2020 decennial census.
SHIFTING TRENDS IMPACTING WORKFORCE

- If you could retire, many have...but not completely
- Construction boom across region continues...(Skilled trades in demand) (raw materials continue to spike in price; lumber, steel, glass, concrete and more)
- Refugee + immigrant population growth continues with new populations...are we Welcoming?
- I-commerce/self commerce increasing; driven by On-Demand/remote Economy
- Life has changed how many work...remote, on-line, integration with technology. Will we return to office spaces?
- Everyone who has children became a teacher; teachers had to become technology trouble shooters in real time...while teaching to in-class and online students.
- Racial disparities (health, access to wealth, housing...) were re-exposed and accelerated.
- Millennials & Gen Z are changing how we work...immersive tech, flexibility, less mastery of skill...are you ready for Generation Alpha ???
- Misalignment of Education/Training and In-demand skills!
WHAT HAPPENED
Ohio lost 37,212 lives to Covid, April 2020-March 11, 2022

Ohio lost over 650,000 jobs in 2020-2021

Retail, Restaurant, Hospitality, Entertainment, Travel Industries were hardest hit.
Some of these jobs/employers will never return...

Essential Workers were defined
Health Care, Grocery Stores, Construction Workers, Logistics/Delivery...Many in Middle wage ($28,000-$59,000) roles.

Racial Equity access gaps were accelerated
Source: Authors' analysis of Burning Glass job posting data (January–September 2020), with job postings allocated according to occupational race and ethnicity characteristics from 2018 5-year American Community Survey (ACS) microdata from IPUMS USA.
Unemployment rates doubled during the pandemic from previous year.

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Average Unemployment Rate during Covid-19 Year</th>
<th>Average Unemployment Rate in Previous Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>5%</td>
<td>2%</td>
</tr>
<tr>
<td>Black</td>
<td>10%</td>
<td>5%</td>
</tr>
<tr>
<td>Latinx</td>
<td>8%</td>
<td>N/A (Sample Size)</td>
</tr>
<tr>
<td>API</td>
<td>6%</td>
<td>5%</td>
</tr>
</tbody>
</table>
Source: Authors’ analysis of Burning Glass job posting data (January–September 2020), with job postings allocated according to occupational race and ethnicity characteristics from 2018 5-year American Community Survey (ACS) microdata from IPUMS USA.
Labor Force participation rates varied during the pandemic. “W” Effect

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Average Prime-Age Labor Force Participation Rate during Covid-19 Year</th>
<th>Average Prime-Age Labor Force Participation Rate in Previous Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>86%</td>
<td>86%</td>
</tr>
<tr>
<td>Black</td>
<td>81%</td>
<td>84%</td>
</tr>
<tr>
<td>Latinx</td>
<td>75%</td>
<td>N/A (Sample Size)</td>
</tr>
<tr>
<td>API</td>
<td>67%</td>
<td>80%</td>
</tr>
</tbody>
</table>
Higher educational attainment narrows racial gaps in employment, however black workers without a bachelor’s degree still face increased rates of joblessness.

Joblessness by Educational Attainment, Race/Ethnicity, and Nativity, Columbus metropolitan region, 2018
Median Wages by Educational Attainment and Race/Ethnicity, Columbus metropolitan region, 2018
80% of White workers earn at least $15/hr compared to 50% of Black immigrant and 44% of LatinX Immigrant workers.
VELOCITY OF CHANGE
Future of Workforce & Learning
Velocity of Change Requires Adaptation

Singularity = Hybrid Human + Machine
Artificial Intelligence + Autonomous Vehicles
Internet of Things
Mobile
Internet

VELOCITY OF CHANGE

Steam Engine
Combustion Engine + Electricity
Telephone + Television

TIME

1750  1850  1950  2050

Life Expectancy
37  40  69  90+
Lifetimes
Paradigm Shifts

© Chris Shipley + Heather McGowan
@heathermcgowan
# The Most Valuable Companies

Largest companies (market cap) of the last 100 years

<table>
<thead>
<tr>
<th>Year</th>
<th>Company</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1917</td>
<td>USS</td>
<td>$46 billion</td>
</tr>
<tr>
<td></td>
<td>AT&amp;T</td>
<td>$14 billion</td>
</tr>
<tr>
<td></td>
<td>Standard Oil</td>
<td>$10 billion</td>
</tr>
<tr>
<td></td>
<td>Henry Ford</td>
<td>$7 billion</td>
</tr>
<tr>
<td></td>
<td>Armour</td>
<td>$6 billion</td>
</tr>
<tr>
<td>1967</td>
<td>IBM</td>
<td>$258 billion</td>
</tr>
<tr>
<td></td>
<td>AT&amp;T</td>
<td>$201 billion</td>
</tr>
<tr>
<td></td>
<td>Kodak</td>
<td>$177 billion</td>
</tr>
<tr>
<td></td>
<td>GM</td>
<td>$171 billion</td>
</tr>
<tr>
<td></td>
<td>Standard Oil</td>
<td>$106 billion</td>
</tr>
<tr>
<td>2017</td>
<td>Apple</td>
<td>$898 billion</td>
</tr>
<tr>
<td></td>
<td>Alphabet</td>
<td>$719 billion</td>
</tr>
<tr>
<td></td>
<td>Microsoft</td>
<td>$644 billion</td>
</tr>
<tr>
<td></td>
<td>Amazon</td>
<td>$543 billion</td>
</tr>
<tr>
<td></td>
<td>Facebook</td>
<td>$518 billion</td>
</tr>
</tbody>
</table>

**Extract Value from Natural Assets**

**Scalable Production of Human-Made Assets**

**Scalable Learning to Create Digital Assets**
Top 15 Best Global Brands Ranking

1. Coca-Cola 72537
2. Microsoft 70196
3. IBM 53183
4. Intel 39048
5. Nokia 38528
6. GE 38127
7. Ford 36368
8. Disney 33553
9. McDonald’s 27859
10. AT&T 25548
11. Marlboro 22110
12. Mercedes-Benz 21104
13. HP 20572
14. Cisco 20067
15. Toyota 18823
VALUING THE AGILE MINDSET
Future of Workforce & Learning
LEARNING AGILITY IMPERATIVE

Old Paradigm: EXPERTISE

- Focus On Expertise + Starting Salary For Career Success
- Pension: 5+ Years
- Ladder
- Job: 45 Years
- Higher Ed: ~ 25 Yrs.

New Paradigm: AGILITY

- New Focus: (Agile Mindset)
- Engagement: Remain Engaged
- Engagement: Engagement
- Engagement: Engagement
- LEARN: LEARN LEARN LEARN

@WorkforceLeader

@heathermcgowan
Children of this age become aware of the differences between people and start classifying them in basic ways - in terms of stronger and weaker.

They start identifying roles and occupations adults may have.

Children start making basic distinctions between occupations adults have based on basic attributes.

One of the main ways they perform this classification is along gender lines, linked simplistically to gender-coded clothing and attributes.

At this stage, they start classifying job roles as applying to themselves; which match their gender.

At this age, children start classifying occupations along social status, as well as gender attributes.

They relate social status to their own social surroundings and designate some occupations as valid for them and discard others because they regard them as too high in status or too low. They remain permanent unless challenged.

Young people engage in conscious circumscription, using more sophisticated parameters such as interests, abilities, etc... to search for roles within their social environment. They exclude options that don’t fit with their self-image. They may struggle to make sense of these influences and may want to use matching tools to resolve uncertainty.

Orientation to internal, unique self (age 14+)

Orientation to social values (age 9–13)

Orientation to sex roles (age 6–8)

Orientation to size and power (age 3–5)

Theory of Circumscription and Compromise, Linda Gottfredson
YOUR CHILDREN: (GENERATION ALPHA)

- MORE TIME AT HOME: SOME HAD AN OPPORTUNITY TO OBSERVE PARENTS WORK
- LESS TIME SOCIALIZING WITH CLASSMATES
- INCREASED SCREEN TIME: ADDED INTEREST IN VIDEO GAME DESIGN, SOCIAL INFLUENCERS, APP DEVELOPMENT
- ADAPT MUCH FASTER THAN YOU/THEIR PARENTS; THIS IS THEIR NORMAL NOW.
- HAVE SEEN “ESSENTIAL WORKERS” IN ACTION • HEALTHCARE, GROCERY STORES, CONSTRUCTION WORKERS, DELIVERY DRIVERS
WORKFORCE

❑ Flexibility from employers will be key to attract/keep employees…it is expected from the employee.

❑ Career agility will enable today’s worker to begin, learn, shift, begin again and continually change their careers, not just their jobs.

❑ We will increasingly work/live in harmony with robotics/ai

❑ The earnings gap between life-long wages for those without college degrees is closing on those with college degrees.

❑ The cost/debt is increasing on college costs while the college experience is no longer seen as valuable to the personal experience.

❑ We have entered an Employee driven labor market which will last for the next 20-30 years.

❑ Race/gender disparities in hiring, promotion, pay continue despite not making any sense to your children.
The spirit which launched the *Columbus Way* must be **intentionally** shifted to advance workforce equity.

- Build trust in workforce development by bringing workers, residents, families, and neighborhoods into workforce development strategy, setting race-forward goals for the workforce development system, and unifying economic development and workforce development.
- Lean into regional partnerships to break silos in workforce development.
- Bring jobs to the people and people to the jobs.
- Engage employers to adopt best practices in hiring, retaining, and promoting workers of color.
- Dramatically expand apprenticeships, and target people of color for these programs.
- Cater services to immigrant and English as a second language populations.
- Expand on career pathways that start with entry-level positions in target sectors with good employment prospects.
THANK YOU!

“If you could only sense how important you are to the lives of those you meet... There is something of yourself that you leave at every meeting with another person.”

Fred Rogers

Tim Harman
TkHarman@yahoo.com