

UCI Paul Merage
School of Business

Leadership for a Digitally Driven World™

Developing a Resilient and Inclusive Talent Pipeline: The Role of Universities

Presented by:
Professor Ian O. Williamson
Dean
Paul Merage School of Business

Disruptions.

Definition:

Shifts in the external environment that have the potential to render existing organizational strategies **ineffective** or **irrelevant** going forward.

Examples:

- + Changes in Technology
- + Changes in Customer Preferences
- + Demographic Changes
- + Competitive Actions
- + Changes in Regulations
- + Social Issues



Where will the growth
come from?



OECD Program for International Student Assessment (PISA) scores





“The build-up of a talent pool for the future and the success of any country in the long run depends on the quality and foresight of its education system.”

“As a leader, you can only move as fast as your team can move with you. Human capital becomes the scarcest factor. It’s not money, it’s not technology. It’s human capital. **It’s one of the things that we in [Nestlé] Malaysia have to be aware of and make the development of professional capabilities our number one priority”**

Alois Hofbauer,
Former Managing Director of Nestlé Malaysia/Singapore

Where will the growth
come from?

Where will we get the
workforce needed to drive
growth?

Talent Pipeline Perspective

**Identification/
Attraction**

Development

Utilization



- Access to Healthcare

- Social Unrest / Discrimination

- Access to Education

- Demographic Trends

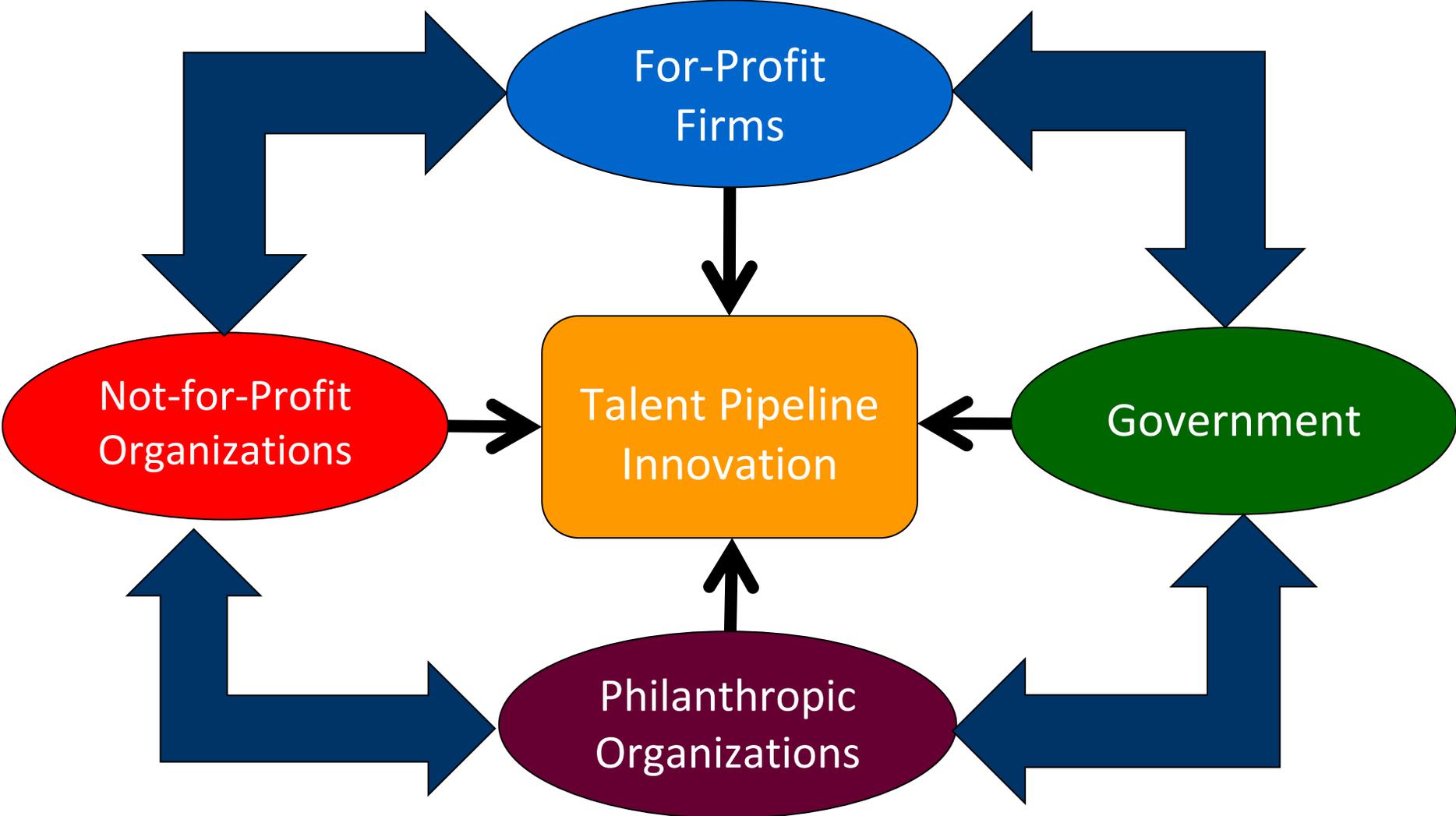
**A “Leaky” Talent Pipeline Can Lead to Negative
Organizational and Community Outcomes**

How can universities
implement innovations that
create strong and resilient
talent pipelines?

Cross-Sector Collaboration

- Innovation stems most often from the *combination of complementarity knowledge*
- Multiple stakeholders are needed for implementation and sustainability

Cross-sector Collaboration and Talent Pipeline Innovation



Australian Aboriginal/Torres Strait Islander Community



- Represent 2.3% of Australian Population
- Avg. Life Expectancy 17 years less than non-Indigenous population
- Household income is 62% less than rate for non-Indigenous population
- Employment rate for working-age Indigenous citizens of 47.5% compared to the overall employment rate for all Australians of 72.1%.
- Business Ownership one-third the level of non-indigenous population
- Estimated that increasing life expectancy and workforce participation of Indigenous Australians to level of non-Indigenous Australians would increase Australia's real GDP by 1%— equivalent to around \$10 billion

Indigenous entrepreneurs tackle community joblessness

BY BUSINESS REPORTER [EMILY STEWART](#)

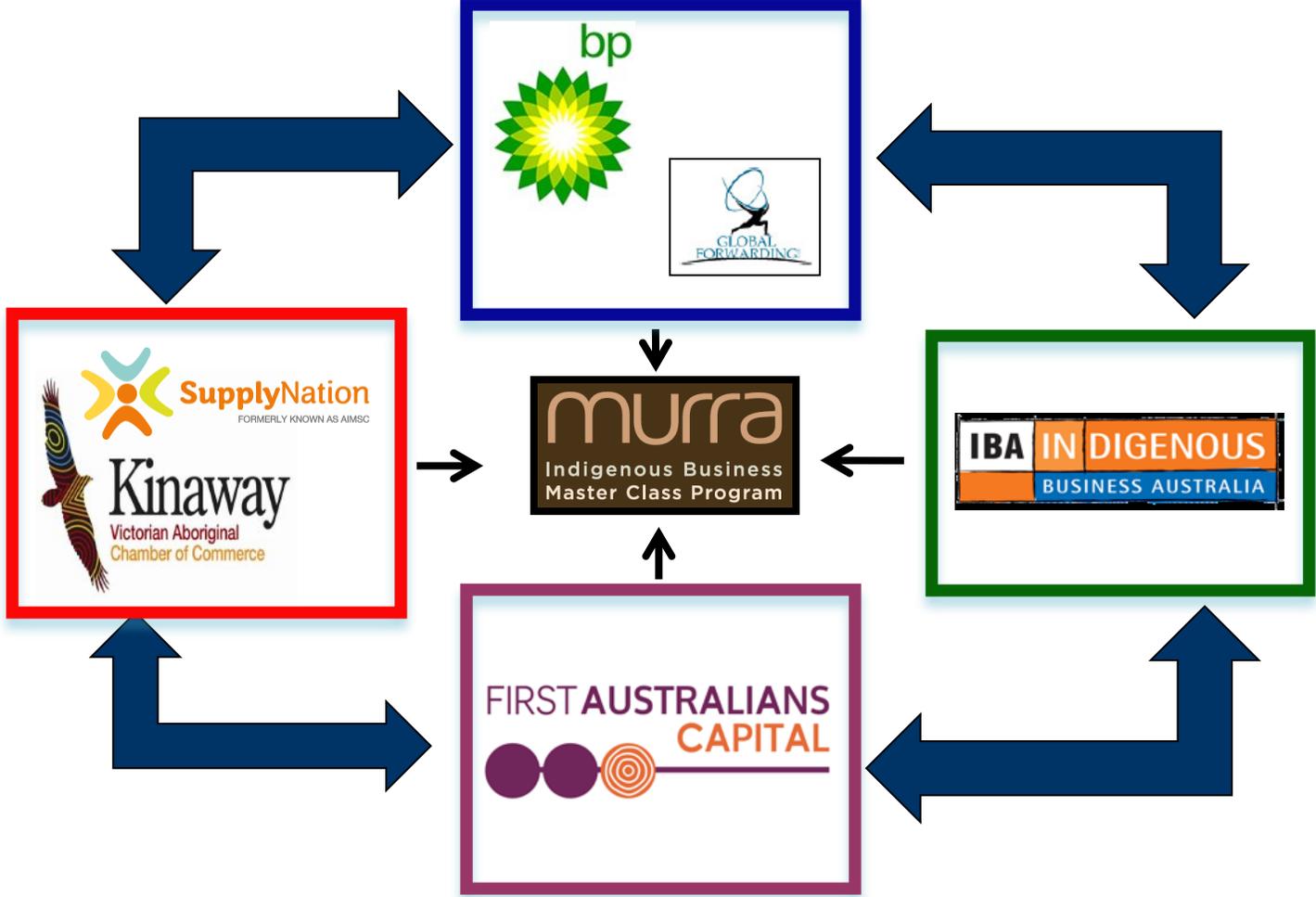
UPDATED FRI AT 5:11PM



PHOTO Troy Rugless [left] wins certified supplier of the year 2016.

SUPPLIED: WAYNE QUILLIAM

Aboriginal Economic Development Innovation Network





2016 Business/Higher Education
Excellence in Business Education Collaboration Award



Shaping Public Discourse

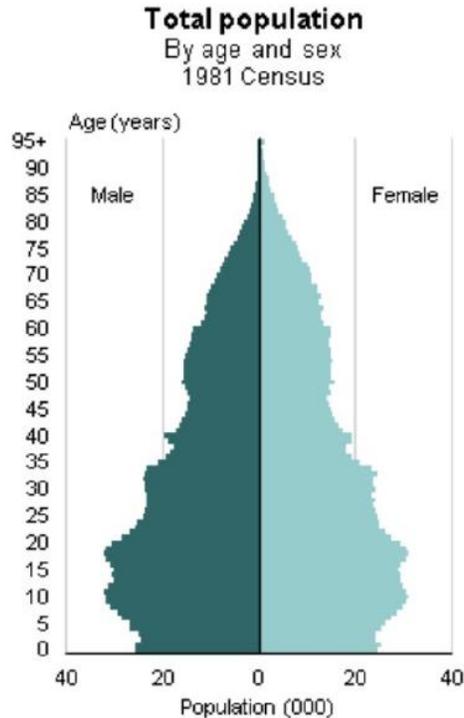


“We want kids to see that their future lies not just in arts and sport. Business also requires creativity and provides a path to community growth and individual aspirations.”

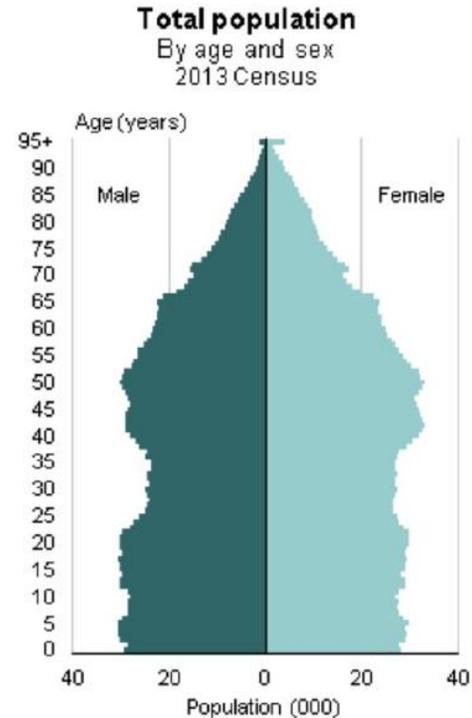
Wellington, New Zealand IT sector

- Wellington IT sector has grown by 25% over the last 10 years and generates 7% of the regions GDP
- The highest concentration of IT companies in New Zealand
- Is one of the regions largest employers
- One of the greatest threats to the industry is a lack of talent with the necessary skills
- **Globally, there is predicted to be a deficit of 85.2 million IT workers by 2030, resulting in a cost of \$8.4 trillion.**

New Zealand Population Composition



Source: Statistics New Zealand

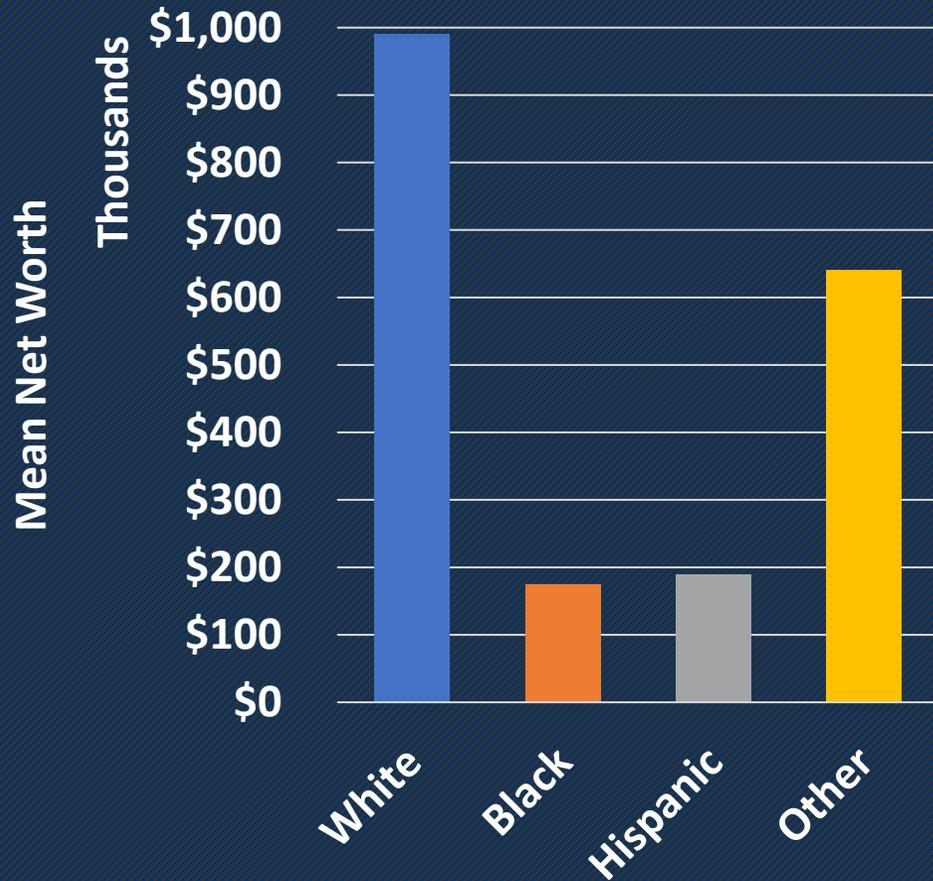


Source: Statistics New Zealand

- 15% of NZ population is over 65
- 20% of NZ population is under 15
- Māori represent 17% of the NZ population
- 6% of Māori population is over 65
- 33% of Māori population is under 15
- **Māori make up 2.5% of the IT workforce**
- **Less than 1% of Māori are studying towards an IT qualification**

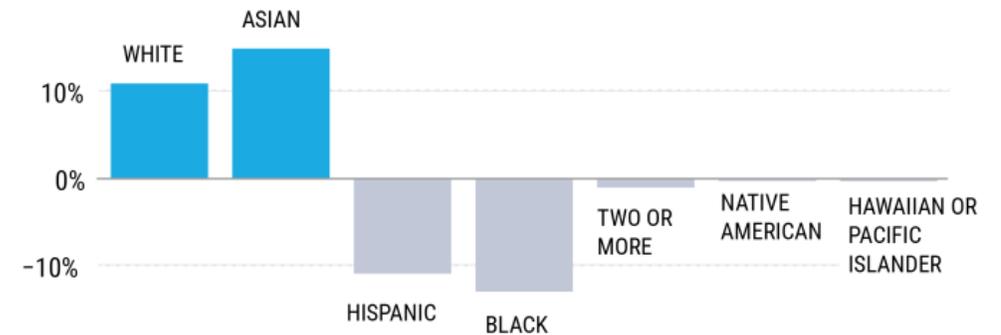
- A partnership between Wellington IT firms, Victoria University of Wellington, Weltech/Whitireia Polytechnic
- Delivers practically-focused postgraduate programmes that focus on adult students with no prior experience in the industry and under-represented ethnic groups.
 - Master of Software Development
 - Master of Professional Business Analysis
 - Master of Design Technology
 - Master of User Experience Design
 - Master of Information Technology
- Cross-sector collaboration that develops talent, ideas and connections which fuel growth in the IT sector across the region and New Zealand

Economic Inequality in the USA



RACIAL AND ETHNIC REPRESENTATION IN FORTUNE 500 LEADERSHIP

▶ This is the disparity between representation in the U.S. workforce and representation in executives of Fortune 500 companies, based on the data from 16 firms on the list that release full diversity numbers.



Source: BLS, Fortune reporting
GRACE DONNELLY/FORTUNE

UCI Paul Merage School of Business Center for Investment and Wealth Management

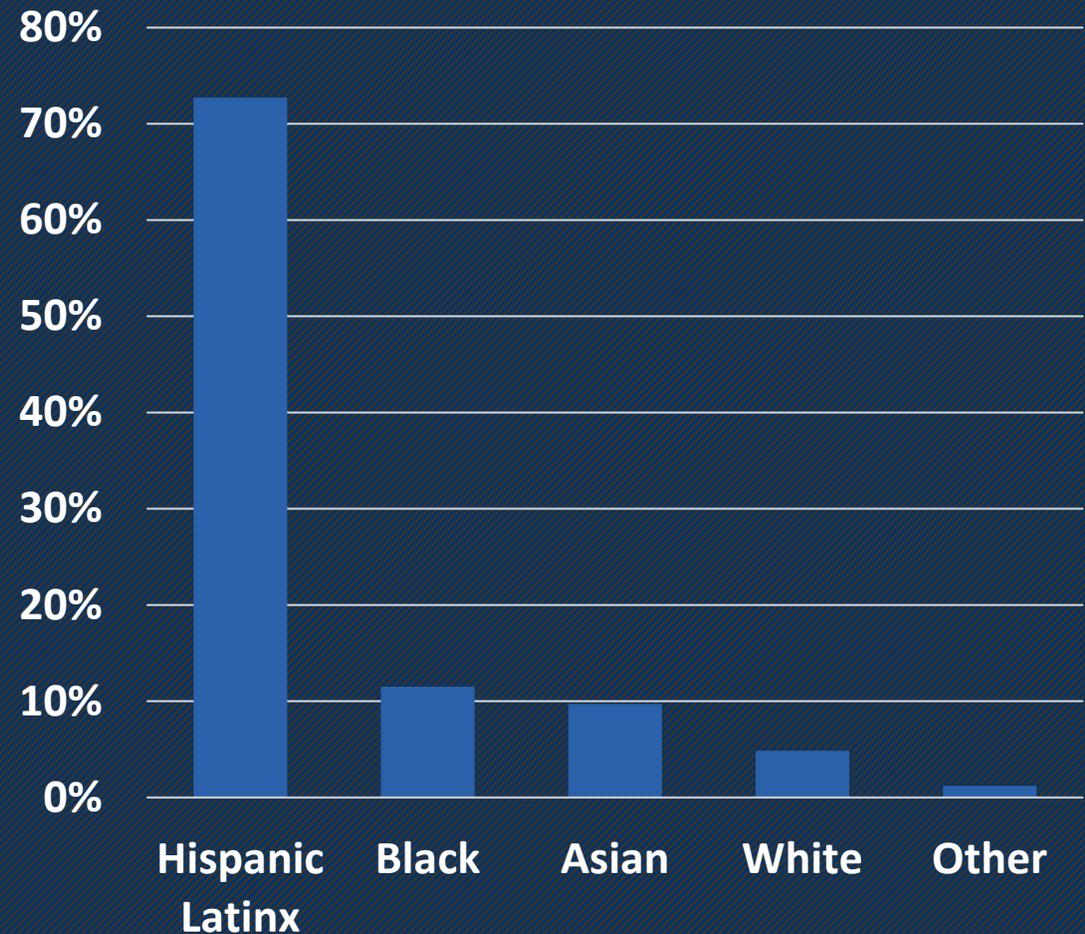
Goal: To provide financial education to all levels
of the community

Pacific Life LIFEvest Financial Literacy Program

- Weeklong residential college bound program for underserved 9th/10th graders
- Goal: Use financial literacy education to prepare/motivate to be 1st in family to go to college
- Students are largely from Orange County – identified through nonprofits and schools
- Program is completely free – funded by the business school /grants/donors

LIFEvest's Impact

- ~600 students over 11 years
 - 2016: ~60
 - 2019: ~100
 - 2022: ~200
- 87% in college
 - National average 36%
- High Representation of URM and women
 - 68% women
 - 84% URM



Importance of Financial Literacy to College Students

- Conducted a financial literacy study at UCI in 2019-20



of students indicated **financial stress**

with 80% reporting at least a moderate amount of stress



of students reported that financial concerns **impact their academic performance**



of students reported having to **cut corners on school supplies** due to a lack of money



of students reported finances cause some **limitation on their positive experiences at UCI**

New Online Financial Literacy Course

Personal FinANTs

Financial Literacy Course Roadmap

BUDGETING

- 🐭 [Budgeting 101](#)
- 🐭 [Types of Expenses](#)
- 🐭 [Hardest Part About Budgeting](#)
- 🐭 [Build Your Budget](#)

CREDIT & CREDIT CARDS

- 🐭 [Credit VS. Debt](#)
- 🐭 [Why Getting a Credit Card is Important](#)
- 🐭 [Credit Card Features](#)
- 🐭 [Why is Credit Important?](#)
- 🐭 [I Should Only Pay the Minimum, Right?](#)

YOU'RE SAVED! INVESTING 101

- 🐭 [Why Invest? What Is It? When Should You Invest?](#)
- 🐭 [Investment Options](#)
- 🐭 [How to Invest](#)
- 🐭 [How You're Gonna Loose Money](#)



Resilient Talent Pipelines: Leadership Implications

- What are the social issues faced by the communities within which UCI operates?
- How do these social issues create “leaks” in the talent pipelines needed by organizations in our community?
- How can UCI form partnerships with external parties (e.g., companies, not-for profit organizations, philanthropic organizations, government agencies) to ensure a strong talent pipeline?

UCI Paul Merage
School of Business

Leadership for a Digitally Driven World™

Thank You

Ian.Williamson@uci.edu



[@IanOWilliamson](https://twitter.com/IanOWilliamson)



[Ian O. Williamson](https://www.linkedin.com/in/IanOWilliamson)