

Disruptive Demographics: Implications for Workforce Planning and Development

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Overview

- Disruptive Demographics
- Impending Demographic Challenges
- Implications for Workforce Planning & Development

Disruptive Demographics

- “Browning” of America
- “Greying” of America
- Nexus of diversity issues undergirding these two demographic shifts

Personal and Lifestyle Characteristics by Generation

	Veterans (1922-1945)	Baby Boomers (1946-1964)	Generation X (1965-1980)	Generation Y (1981-2000)
Core Values	Respect for authority Conformers Discipline	Optimism Involvement	Skepticism Fun Informality	Realism Confidence Extreme fun Social
Family	Traditional Nuclear	Disintegrating	Latch-key kids	Merged families
Education	A dream	A birthright	A way to get there	An incredible expense
Communication media	Rotary phones One-on-one Write a memo	Touch-tone phones Call me anytime	Cell phones Call me only at work	Internet Picture phones E-mail
Dealing with Money	Put it away Pay cash	Buy now, pay later	Cautious Conservative Save, save, save	Earn to spend

Workplace Characteristics

	Veterans (1922-1945)	Baby Boomers (1946-1964)	Generation X (1965-1980)	Generation Y (1981-2000)
Work Ethic and Values	Hard work Respect Authority Sacrifice Duty before fun Adhere to rules	Workaholics Work efficiently Crusading causes Personal fulfillment Desire quality Question authority	Eliminate the task Self-reliance Want structure and direction Skeptical	What's next Multitasking Tenacity Entrepreneurial Tolerant Goal Oriented
Work is	An obligation	An exciting adventure	A difficult challenge A contract	A means to an end Fulfillment
Leadership Style	Directive Command-and-control	Consensual Collegial	Everyone is the same Challenging others Ask why	*TBD
Interactive Style	Individual	Team Player Loves to have meetings	Entrepreneur	Participative

*As this group has not spent much time in the workforce, this characteristic has yet to be determined.

Workplace Characteristics (*cont'd*)

	Veterans (1922-1945)	Baby Boomers (1946-1964)	Generation X (1965-1980)	Generation Y (1981-2000)
Communications	Formal Memo	In person	Direct Immediate	Email Voice mail
Feedback and Rewards	No news is good news Satisfaction in a job well done	Don't appreciate it Money Title recognition	Sorry to interrupt but how am I doing? Freedom is the best reward	Whenever I want it, at the push of a button Meaningful work
Messages That Motivate	Your experience is respected	You are valued You are needed	Do it your way Forget the rules	You will work with other bright, creative people
Work and Family Life	Ne'er the twain shall meet	No balance Work to live	Balance	Balance

People on the Move

Legal Immigration to United States

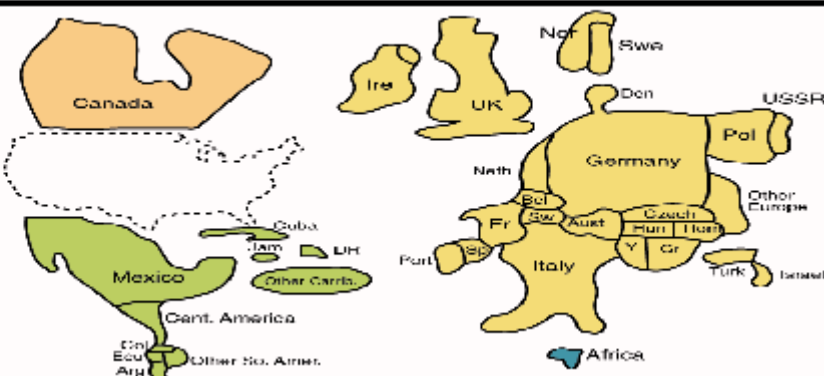
1921-1960

40 years

Area Proportional to
Number of Immigrants

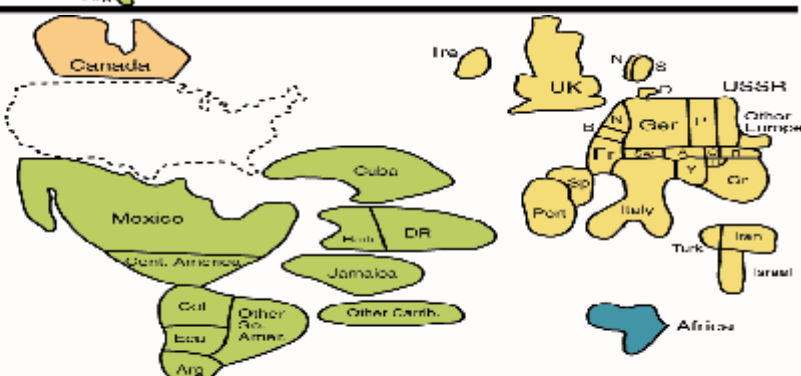
□ 10,000

□ 100,000



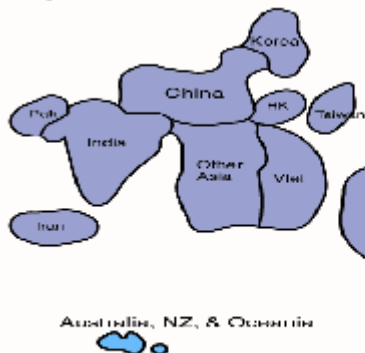
1961-1986

16 years



1987-1998

12 years



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The Numbers

Legal Immigrants:

- 1920-1961: 206,000 annually
- 1961-1992: 561,000 annually
- 1993-1998: 800,654 annually
- 1999-2004: 879,400 annually
- 2005-2008: 1,137,000 annually

Refugees, Parolees, Asylees

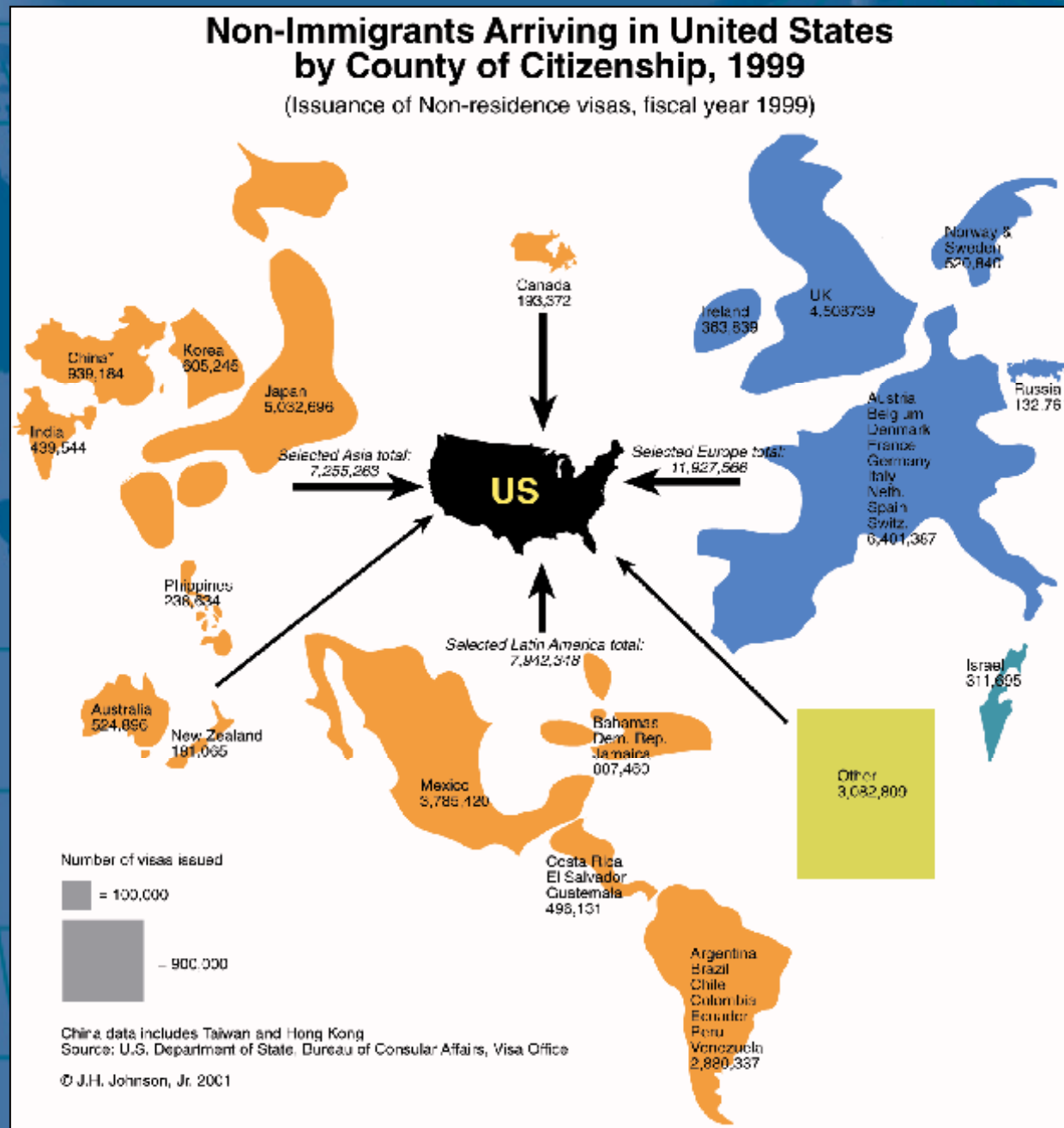
- 1961-1993: 2.1 million (65,000 annually)
- 1994-1998: 428,361 (85,672 annually)
- 1999-2004: 487,386 (81,231 annually)
- 2005-2008: 203,642 (75,661 annually)

Illegal Immigrants:

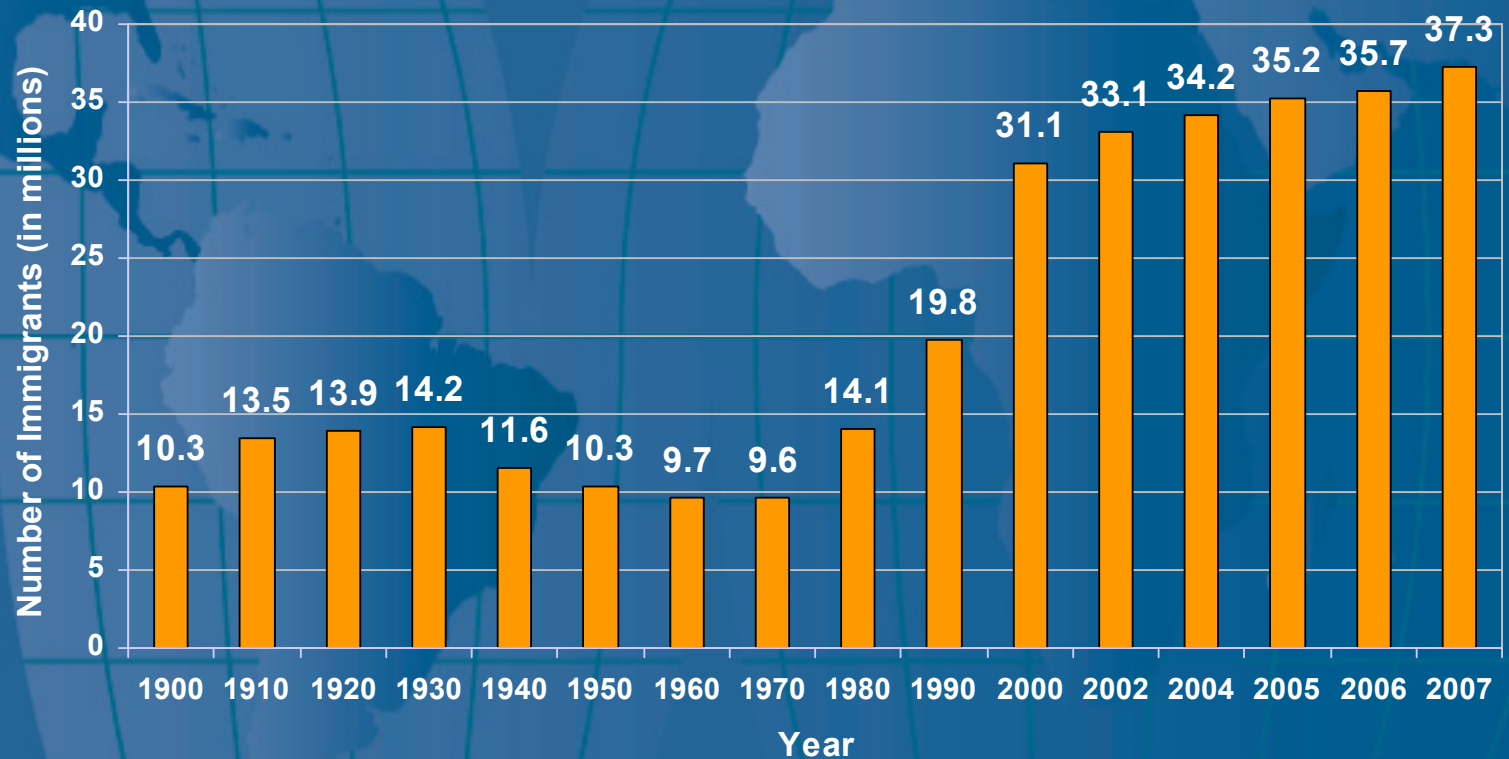
- 300,000 to 400,000 annually over the past two decades
- Three million granted amnesty in 1986
- 2.7 million illegal immigrants remained in U.S. after 1986 reforms
- October 1996: INS estimated that there were 5 million illegal immigrants in the U.S.
- August 2005: Illegal population range from 7 to 15 million.

Non-Immigrants Admitted to United States, Selected Years, 1981-2008

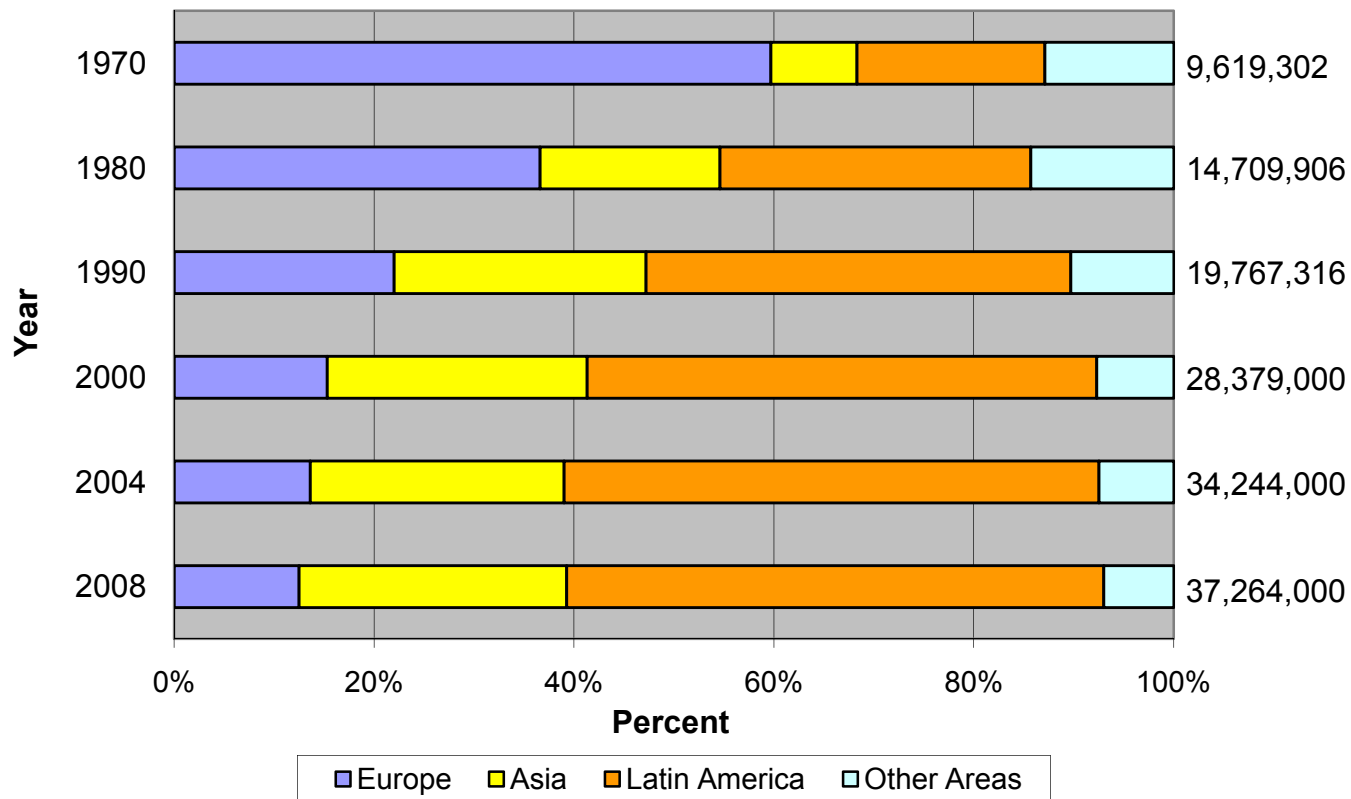
Year	All Classes	Exchange Visitors	Academic & Vocational Students
1981	11,756,903	108,023 (1%)	271,861 (2%)
1985	9,539,880	141,213 (1%)	285,496 (3%)
1990	17,574,055	214,644 (1%)	355,207 (2%)
1995	22,640,540	241,364 (1%)	395,480 (2%)
2000	33,690,082	351,743 (1%)	699,953 (2%)
2001	32,824,088	389,435 (1%)	741,921 (2%)
2002	27,907,139	370,176 (1%)	687,506 (2%)
2004	30,781,330	360,777(1%)	656,373(2%)
2008	39,381,928	506,138 (1%)	917,373(2%)



Immigration Population, 1900-2007



World Region of Birth for U.S. Population, 1970-2008



Source: Historical Census Statistics on the Foreign-Born Population of the United States: 1850-1990; Current Population Survey

Population Estimations by Race/Ethnicity, 1988-2050

Group	Percent Change
All Races	50%
Whites	29%
Blacks	94%
Native Americans	109%
Hispanics	238%
Asians/Pacific Islanders	412%

Total Fertility Rates of U.S. Women by Race/Ethnicity, 2007

Race/Ethnicity	TFR
Hispanic	2.99
Non-Hispanic White	1.87
Blacks	2.13
Asian	2.04
Native American	1.86

America's Color Adjustment

Race/Ethnicity	1995	2050
White	73.6	52.8
Blacks	12.0	13.5
Hispanics	10.2	24.5
Asian	3.3	8.2
American Indian	0.7	0.9

Relative Distribution of U.S. Population by Race/Ethnicity in 2005 and 2050*

Race/Ethnicity	2005	2050
White	67%	47%
Blacks	12.8%	13%
Hispanics	14%	29%
Asian	5%	9%

Women Who Had a Birth in the Last 12 Months, 15-50 years old, by Select Characteristics, 2006

Characteristic	Births per 1,000 Women
All U.S. Women	55
Nativity	
Native Born	52
Foreign Born	71

Women Who Had a Birth in the Last 12 Months, 15-50 years old, by Select Characteristics, 2006 (*cont'd*)

Characteristic	Births per 1,000 Women
All U.S. Women	55
Race	
White, non-Hispanic	50
Black	58
American Indian/Alaska Native	68
Asian	54
Native Hawaiian and Pacific Islander	61
Some other Race	78
Two or More Races	58

Women Who Had a Birth in the Last 12 Months, 15-50 years old, by Select Characteristics, 2006

(cont'd)

Characteristic	Births per 1,000 Women
All U.S. Women	55
Hispanic Origin	
Hispanic (any race)	74
Non-Hispanic	51

Women Who Had a Birth in the Last 12 Months, 15-50 years old, by Select Characteristics, 2006

(cont'd)

Characteristic	Births per 1,000 Women
All U.S. Women	55
Citizenship	
Naturalized Citizen	49
Not a Citizen	83

Percent Distribution of U.S. Births by Race/Ethnicity, 1990 and 2008

Race/Ethnicity	1990	2008
White	66%	50%
Blacks	17%	16%
Hispanics	15%	26%
Other	2%	8%

Median Age by Race and Gender, 2006

Race/Ethnicity	Both	Male	Female
U.S.	36.4	35.2	37.8
White Alone	39.0	37.6	40.4
White, Not Hispanic	40.6	39.3	41.9
Black Alone	31.4	29.3	33.3
Hispanic/Latino	27.3	27.0	27.6
Asian Alone	35.2	34.3	36.0
American Indian/Alaska Native	31.2	30.1	32.3
Native Hawaiian and Other Pacific Islander	29.9	28.4	31.5
Some Other Race	27.4	27.3	27.5
Two or More Races	18.8	18.3	19.4

Completed Fertility for Women 40-44 Years Old

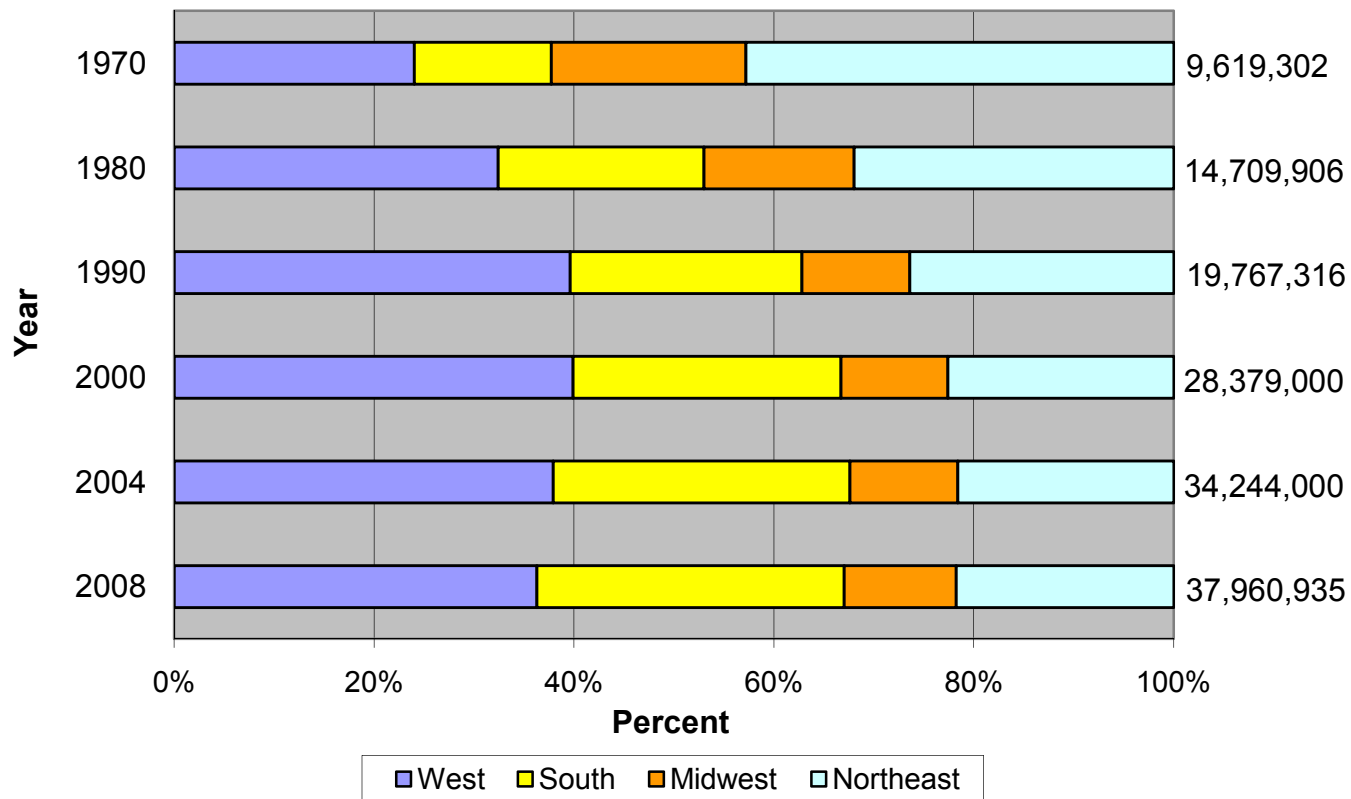
Year	Percent Childless	Avg. Number of Children	Percent Higher Order Births*
2006	20	1.9	28
1976	10	3.1	59

*Three or more Children

U.S. Total and Foreign Born Population Change, 1990-2000

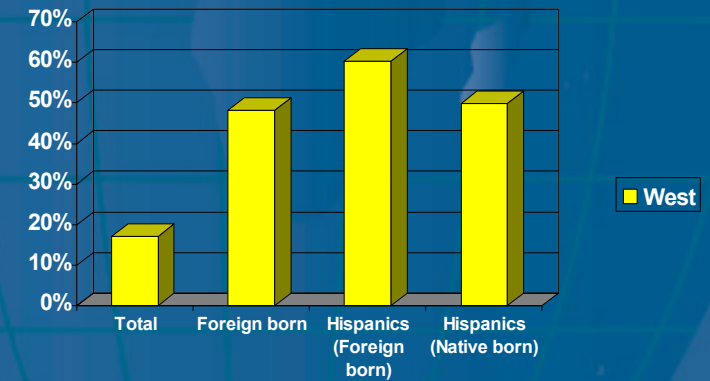
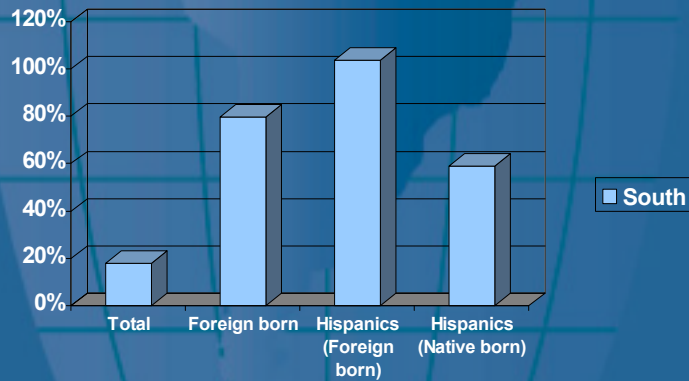
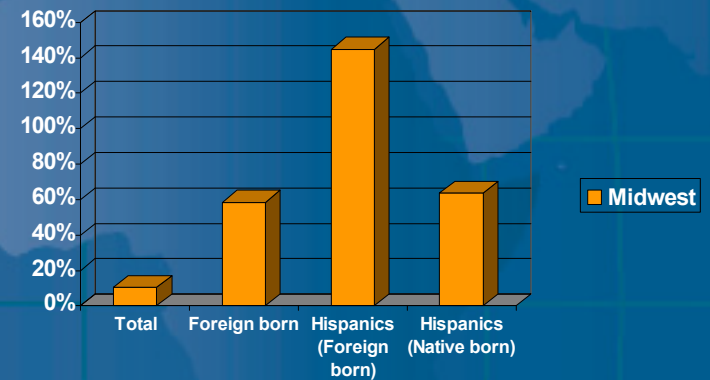
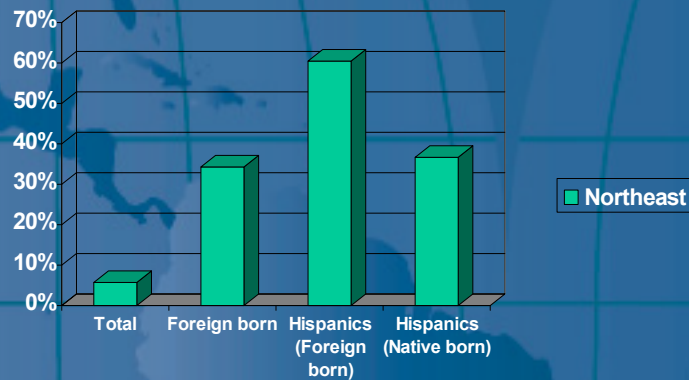
	2000 Population	Absolute Change 1990-2000	% Change 1990-2000
Total	281,243,499	33,323,643	13.4%
Foreign Born	32,989,429	11,472,676	53.3%
Hispanic (Foreign Born)	14,410,703	6,331,264	78.4%
Hispanic (Native Born)	20,760,734	7,057,303	51.5%

Change in Regional Distribution of Foreign Born Population, 1970-2008



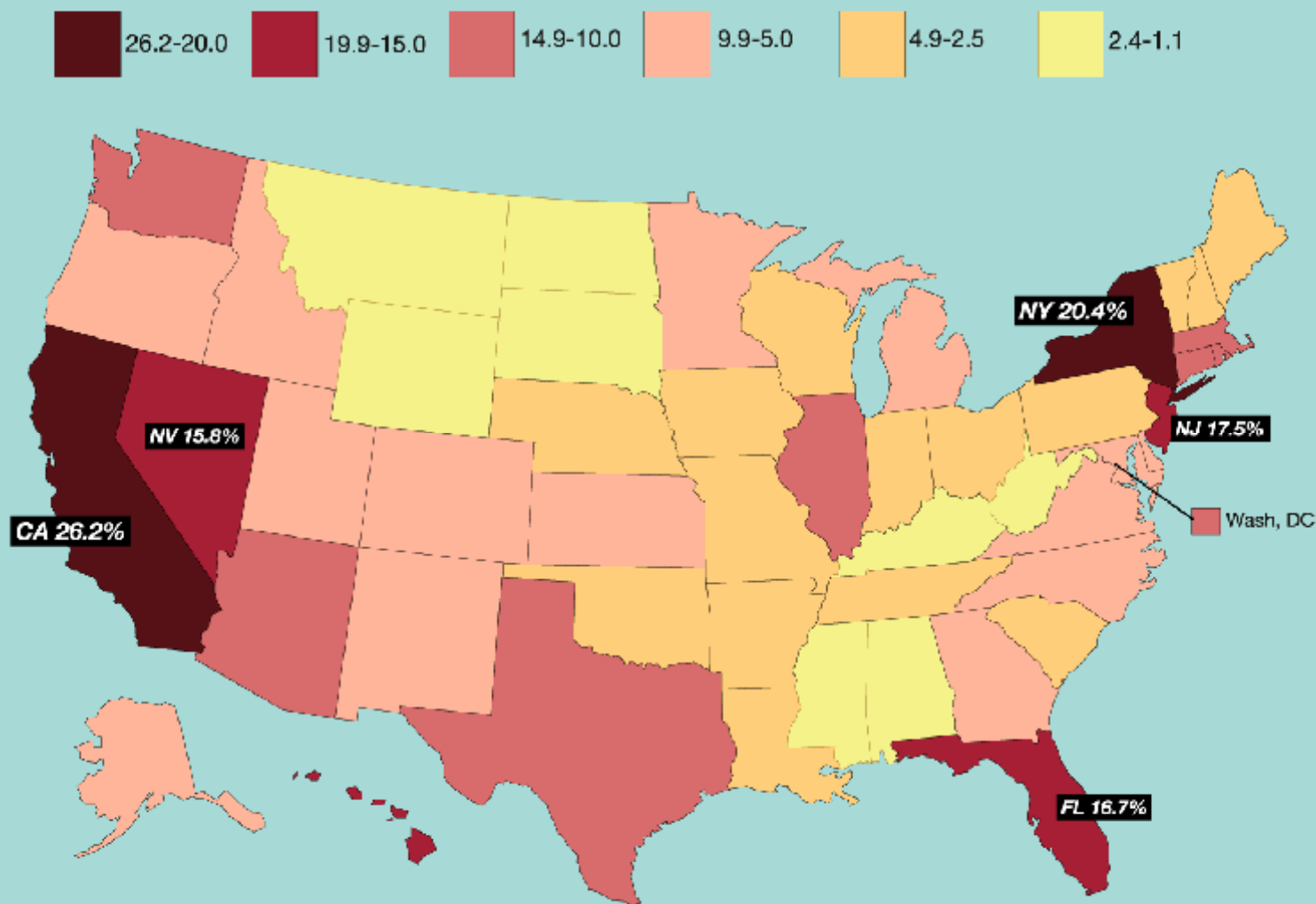
Source: Historical Census Statistics on the Foreign-Born Population of the United States: 1850-1990; Current Population Survey

Percent Change in Total and Foreign Born Population, by Region, 1990-2000



Foreign Born Population Concentrations in the U.S., 2000

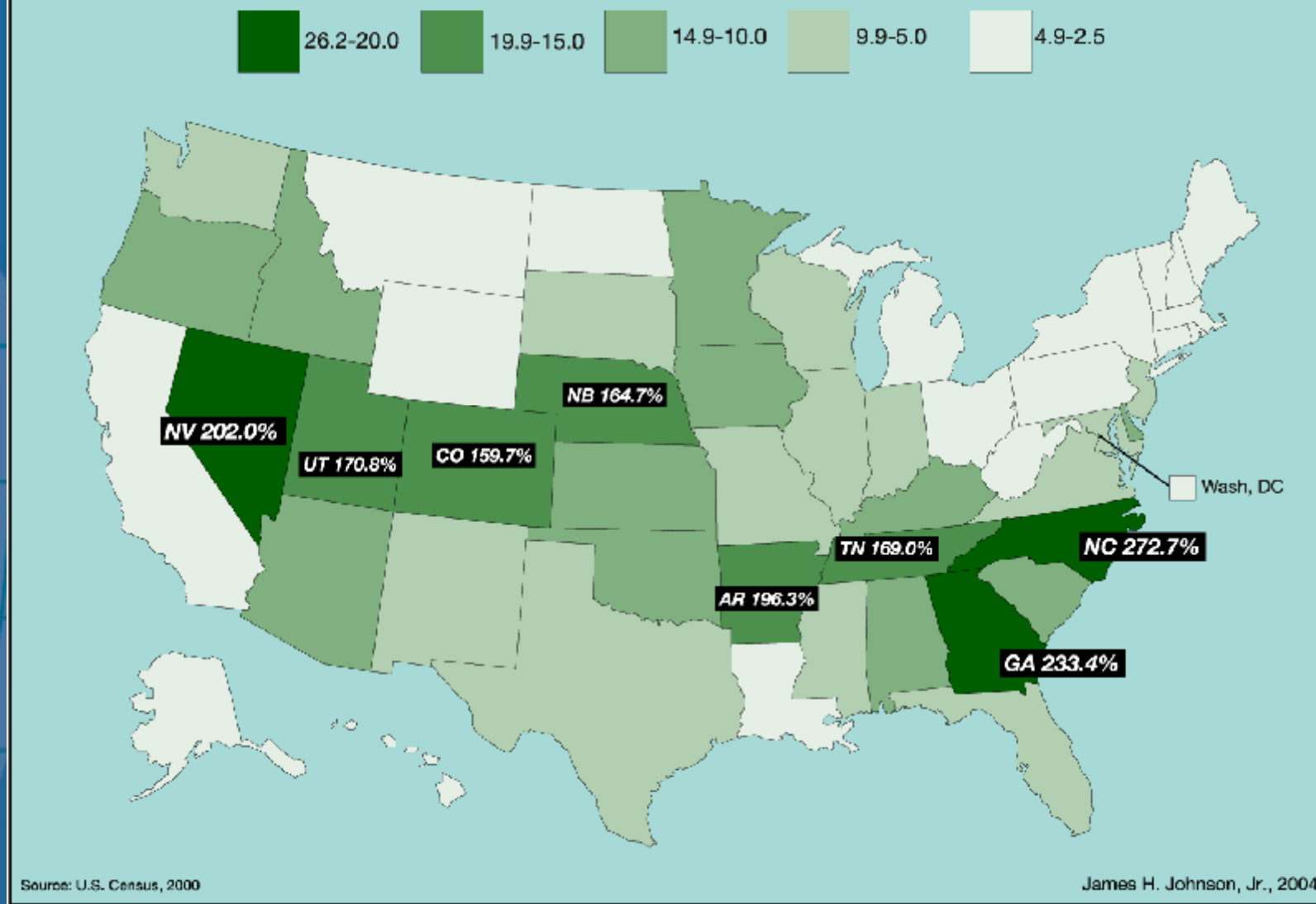
Percent of total population that is foreign born



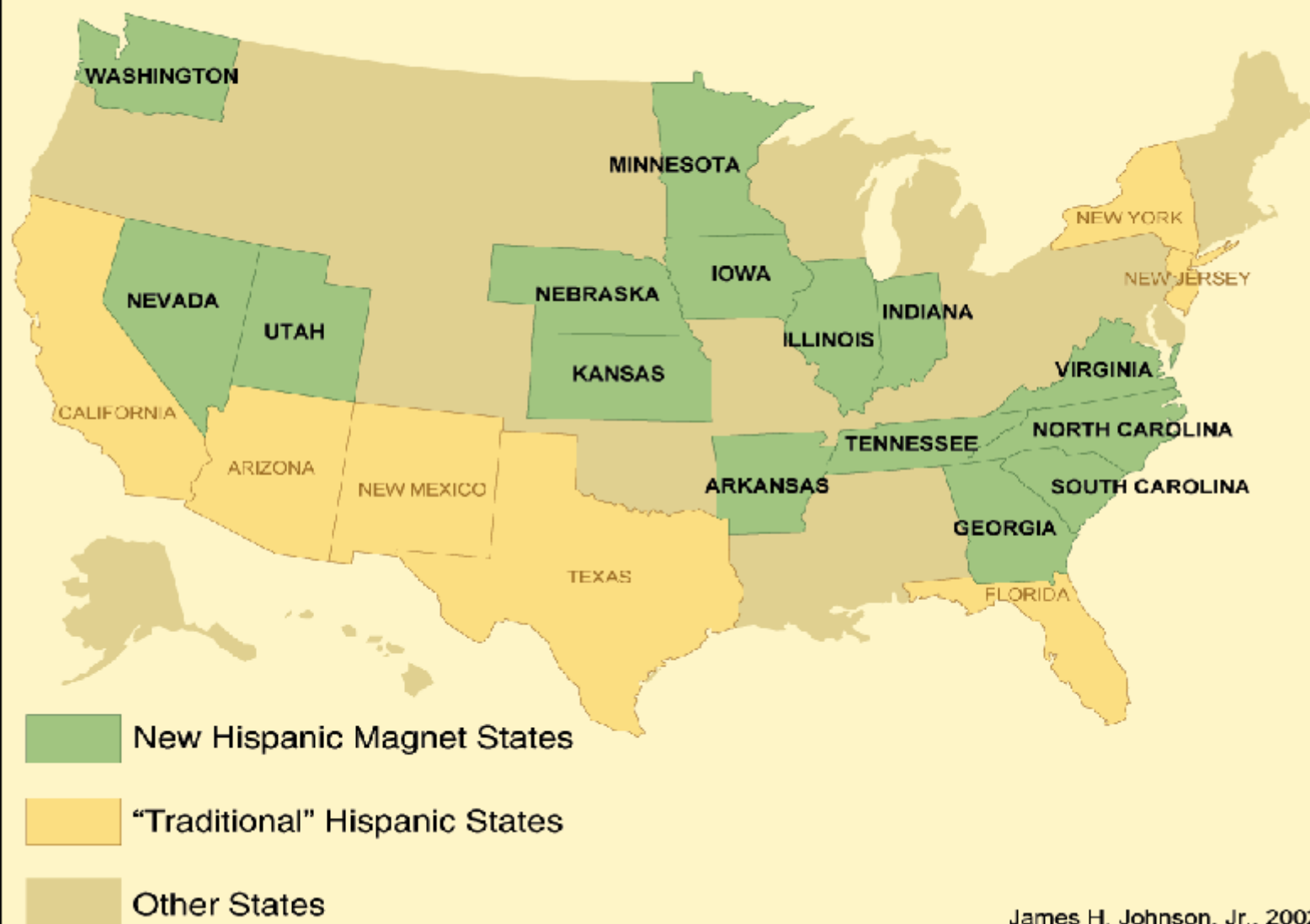
Source: U.S. Census, 2000

James H. Johnson, Jr., 2004

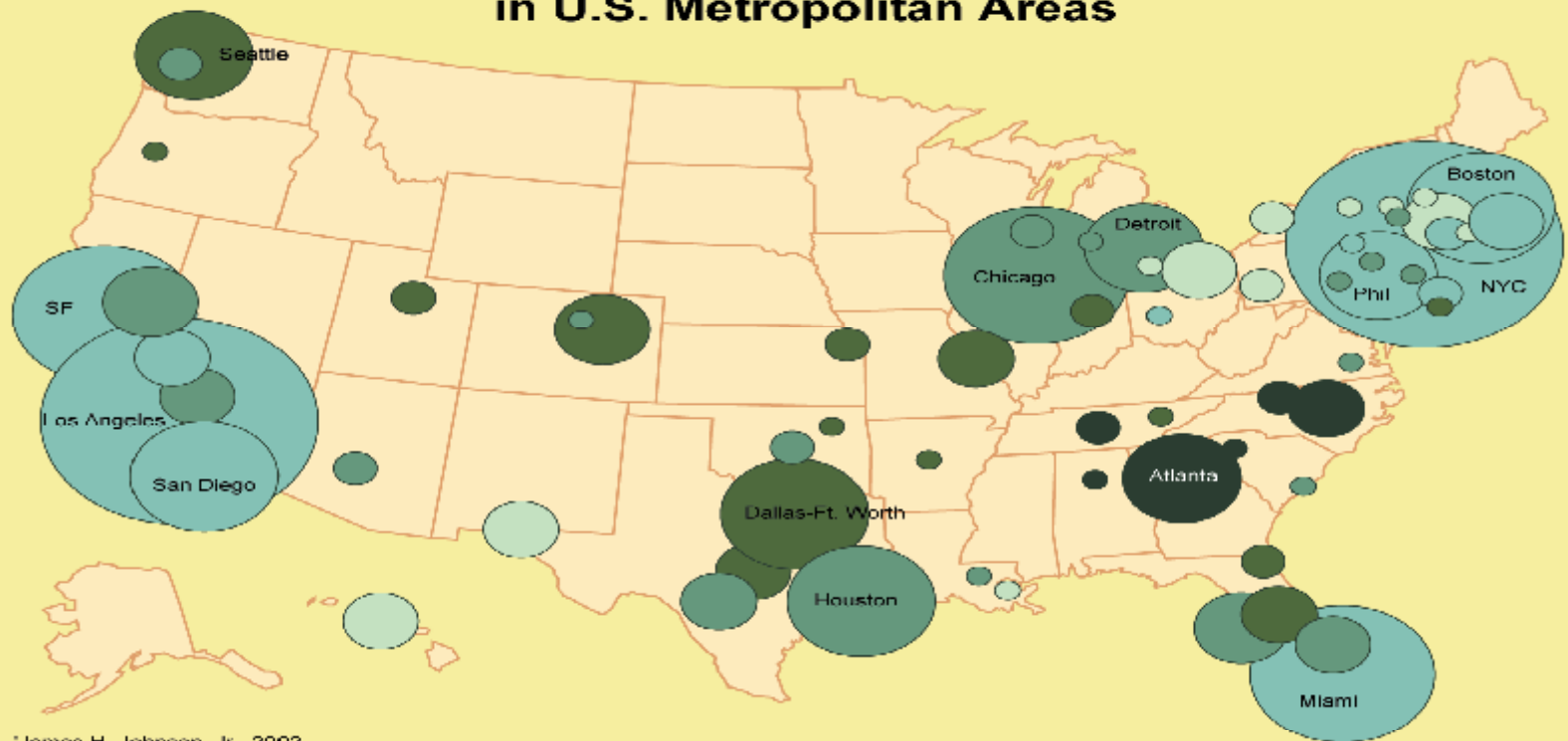
Percent Change in Foreign Born Population by State, 1990-2000



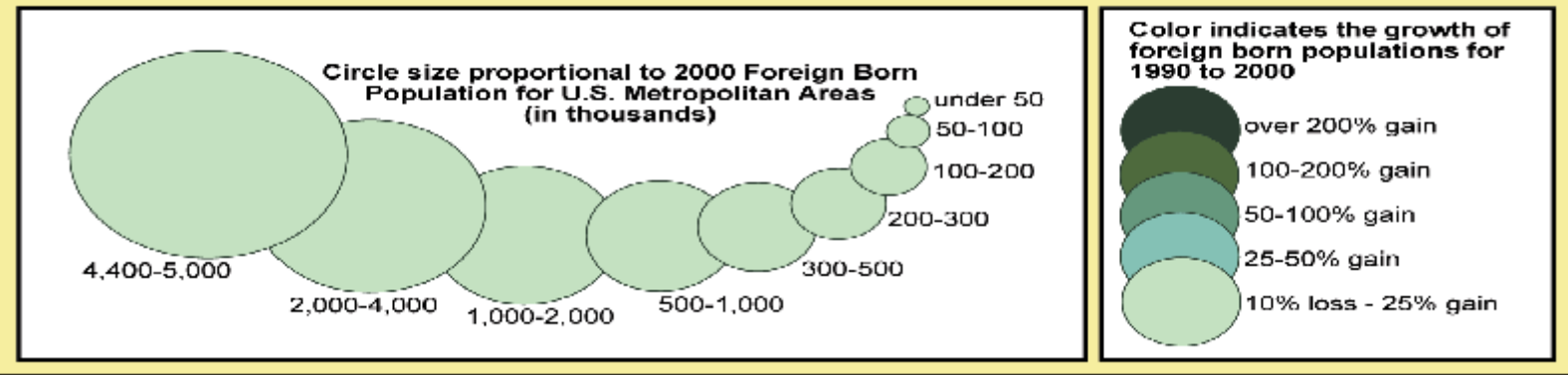
Hispanic Magnet States in the U.S., 2000 Census



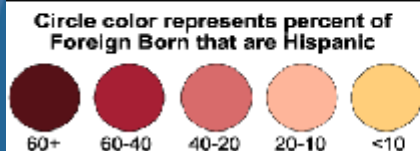
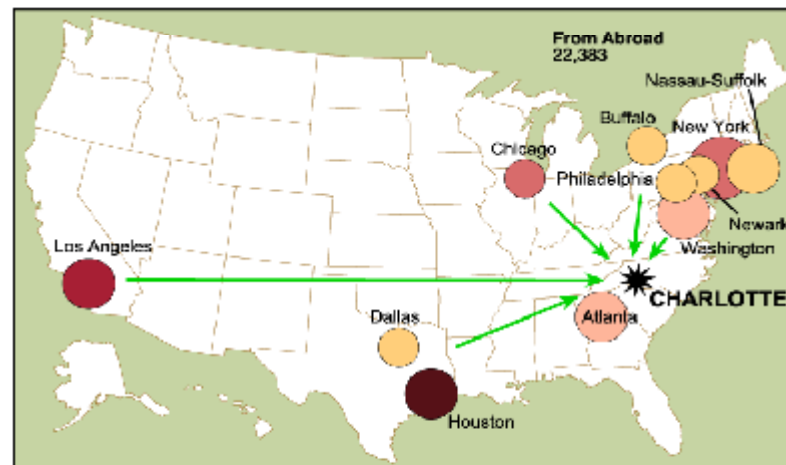
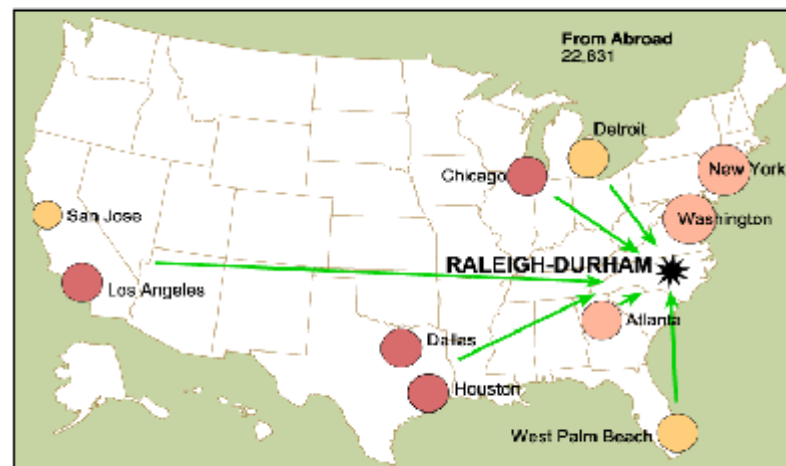
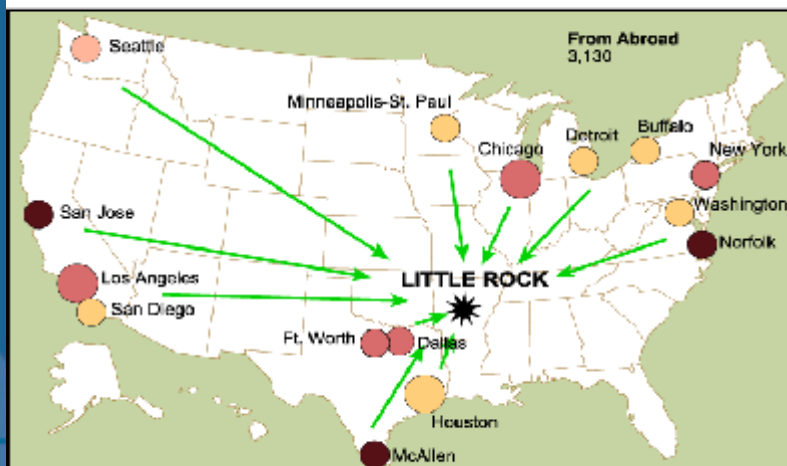
Size and Growth of Foreign Born Population in U.S. Metropolitan Areas



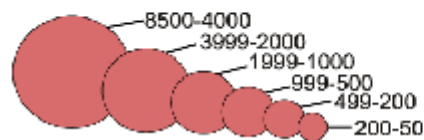
*James H. Johnson, Jr., 2002



Total In-migration and Percent Hispanic In-migration to Four Metros in the South, 1995-2000



Circle size proportional to total in-migration to destined metro area

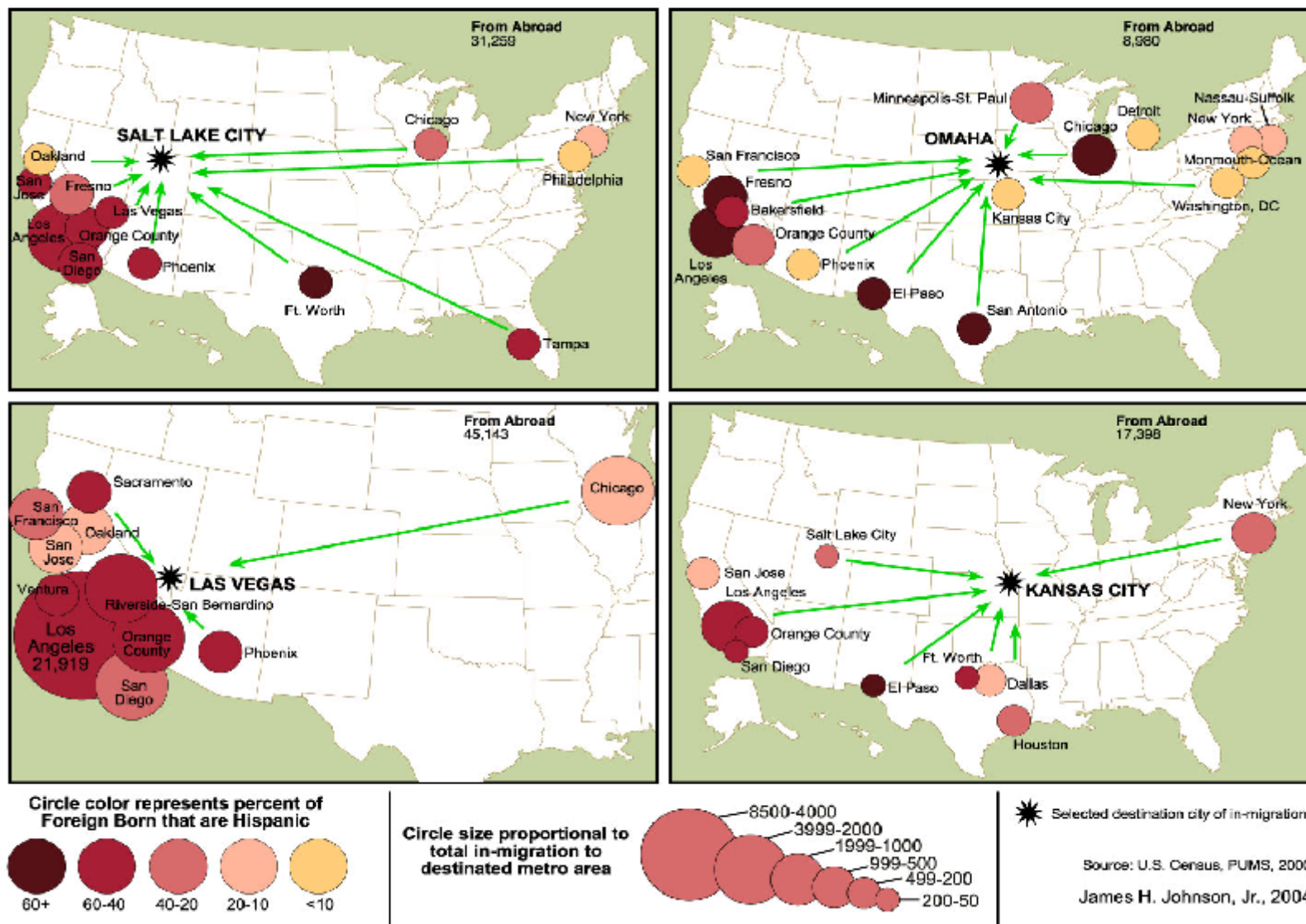


★ Selected destination city of in-migration

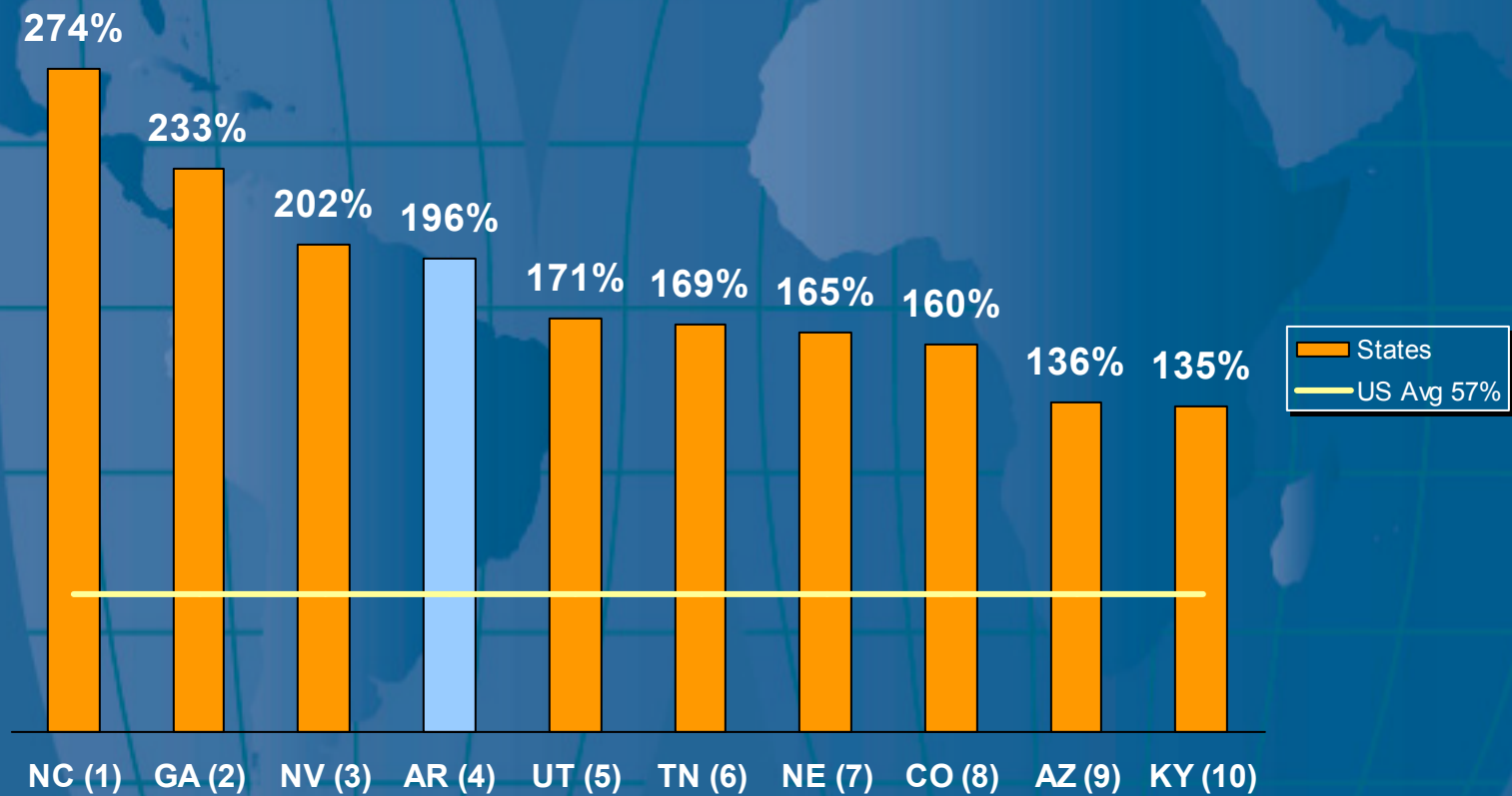
Source: U.S. Census, PUMS, 2000

James H. Johnson, Jr., 2004

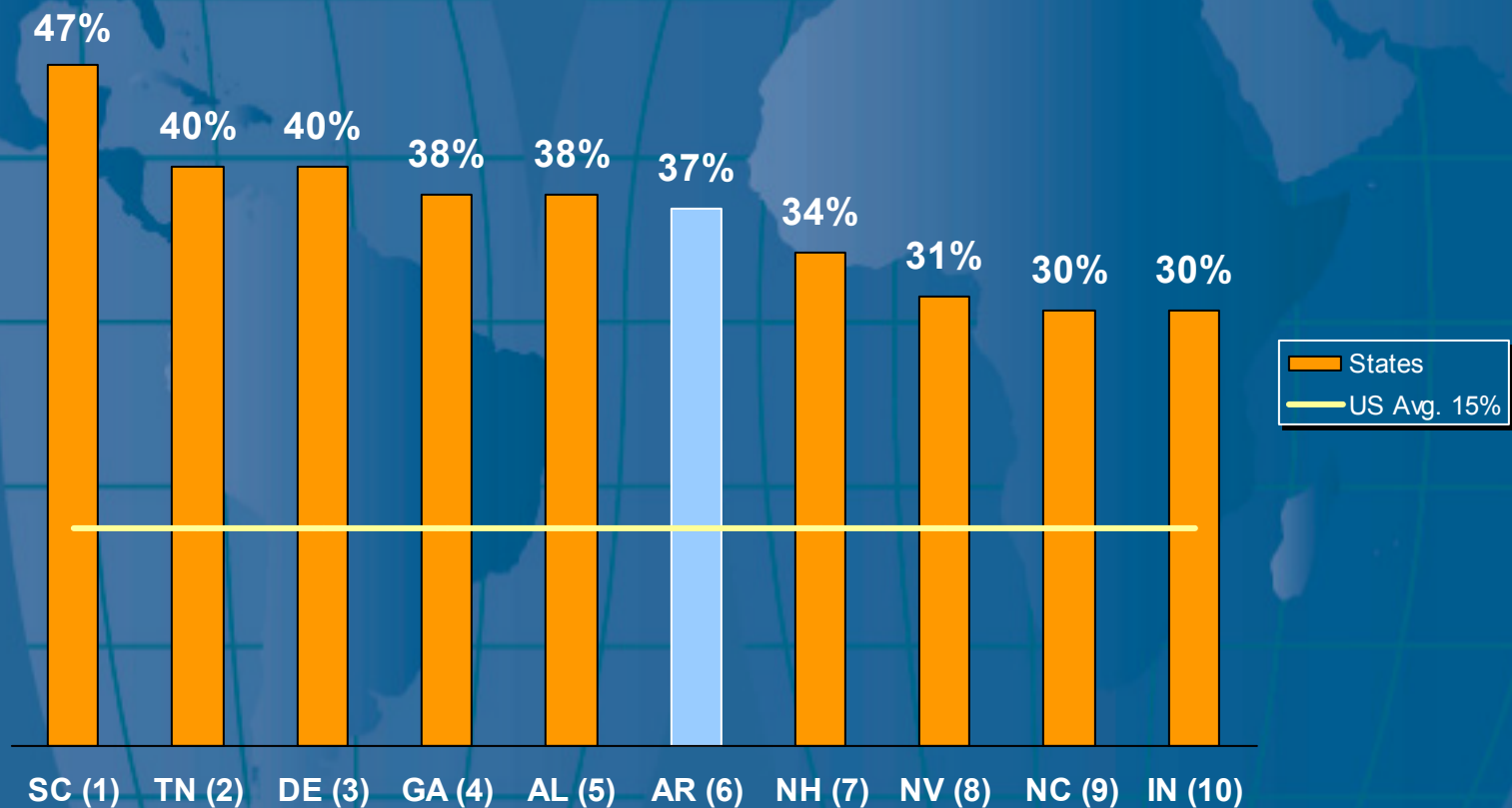
Total In-migration and Percent Hispanic In-migration to Four Metros in the Midwest & West, 1995-2000



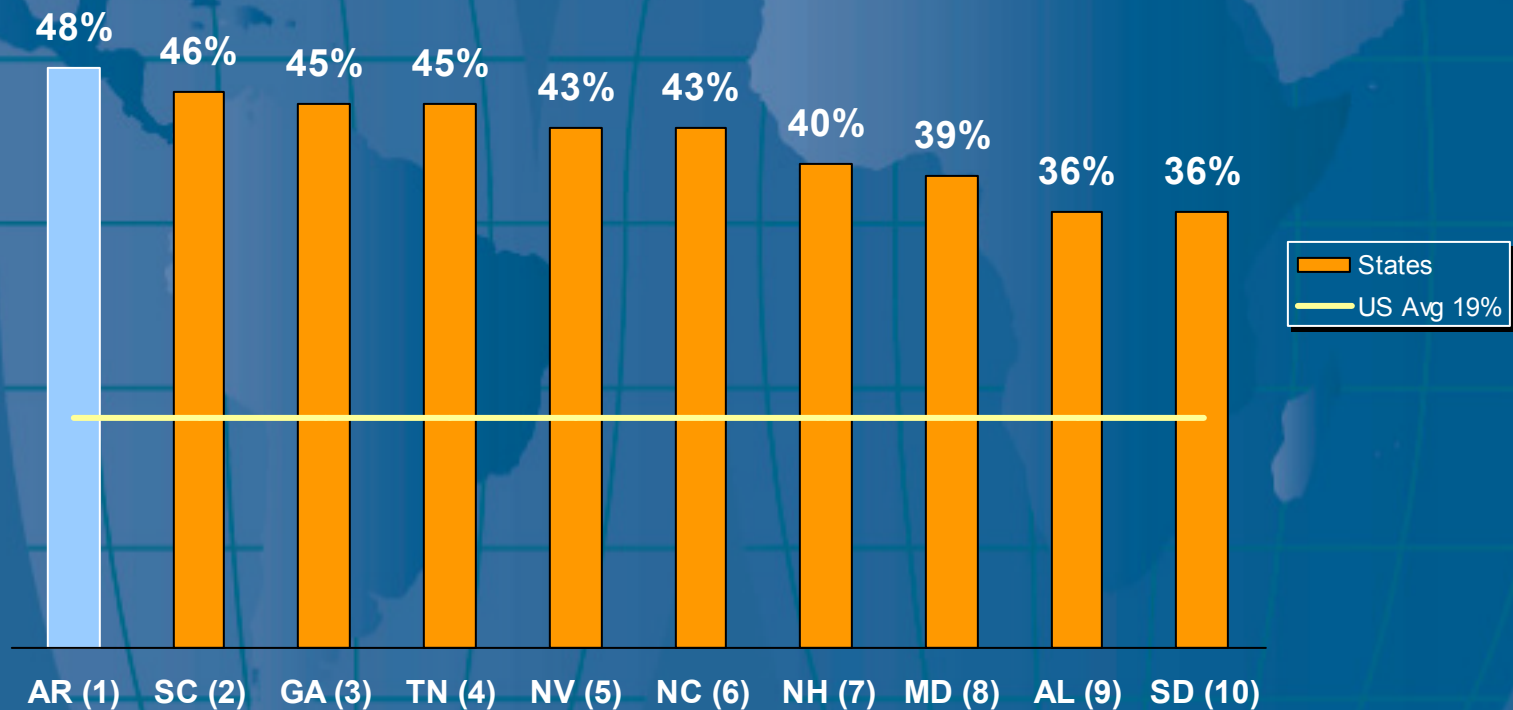
States with Fastest Growing Immigrant Populations, 1990-2000



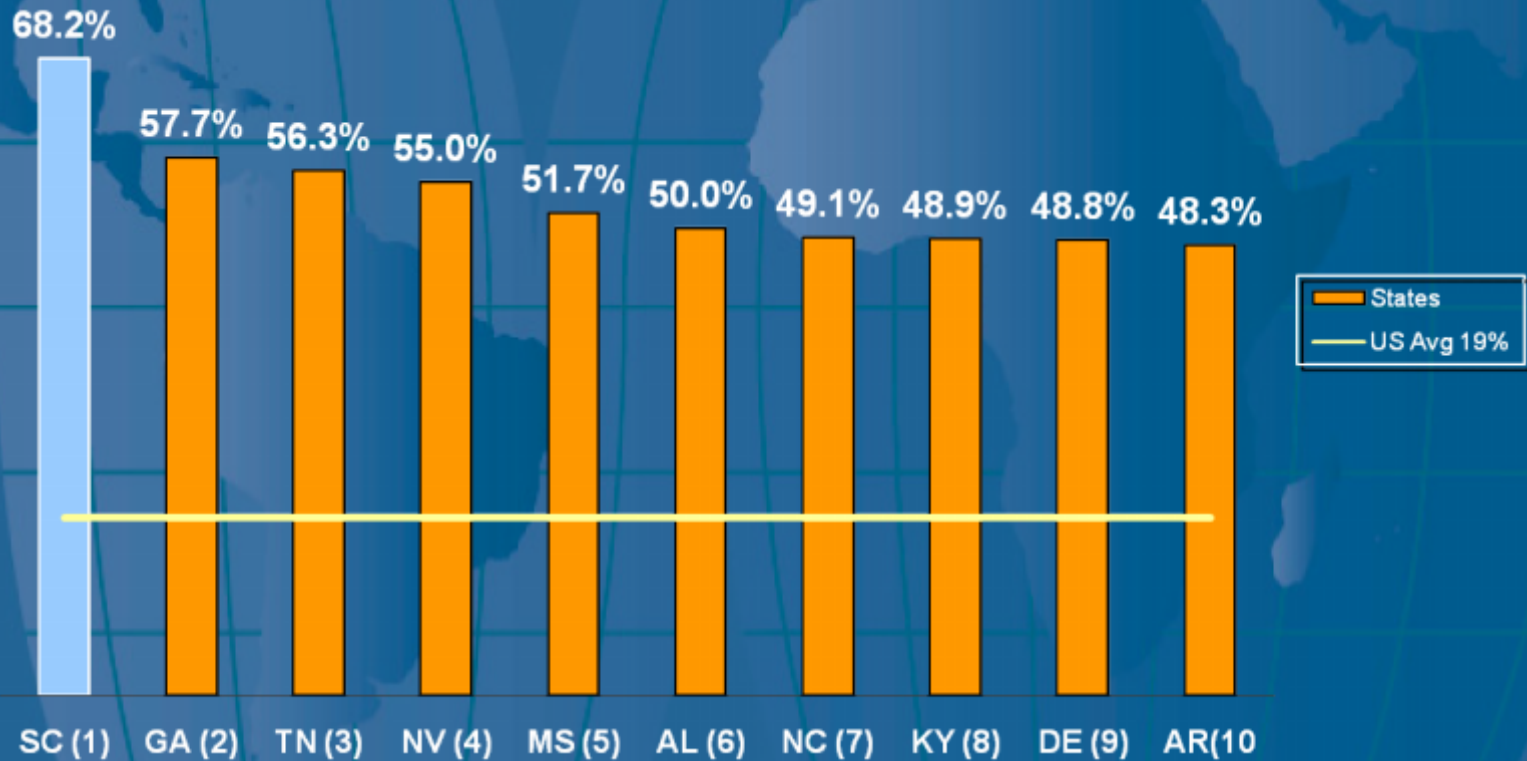
States with Fastest Growing Immigrant Populations, 2000-2005



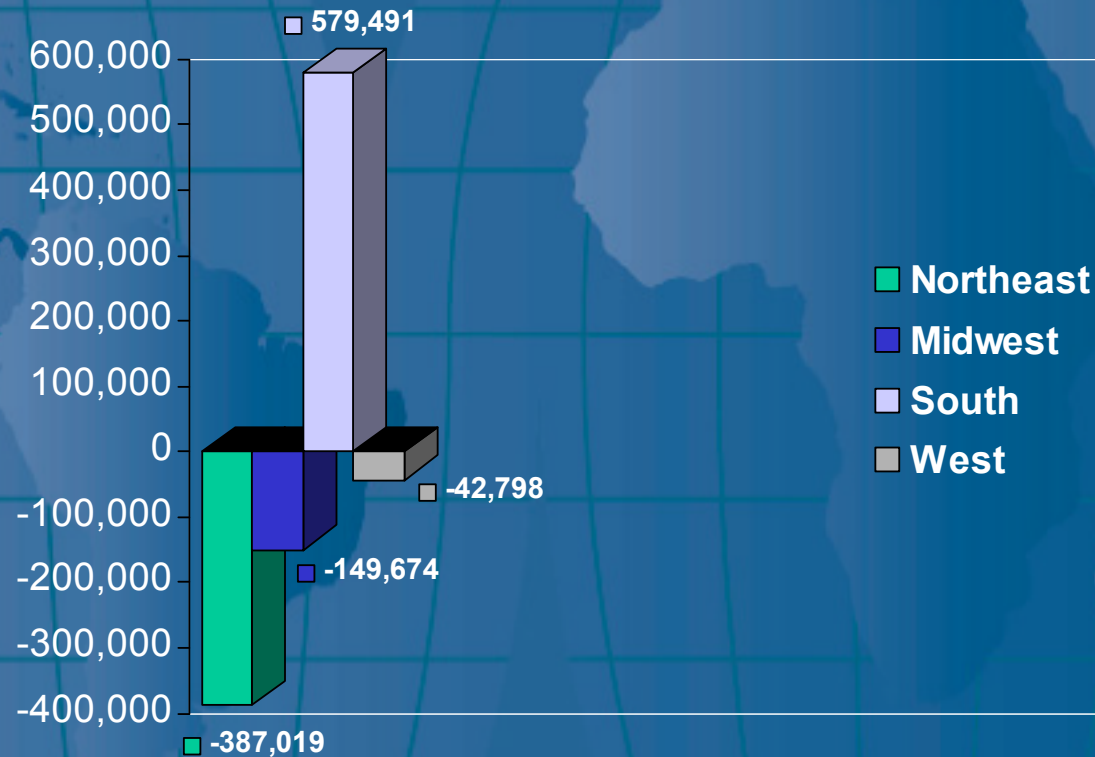
States with Fastest Growing Hispanic Populations, 2000-2005



States with Fastest Growing Foreign Born Populations, 2000-2008



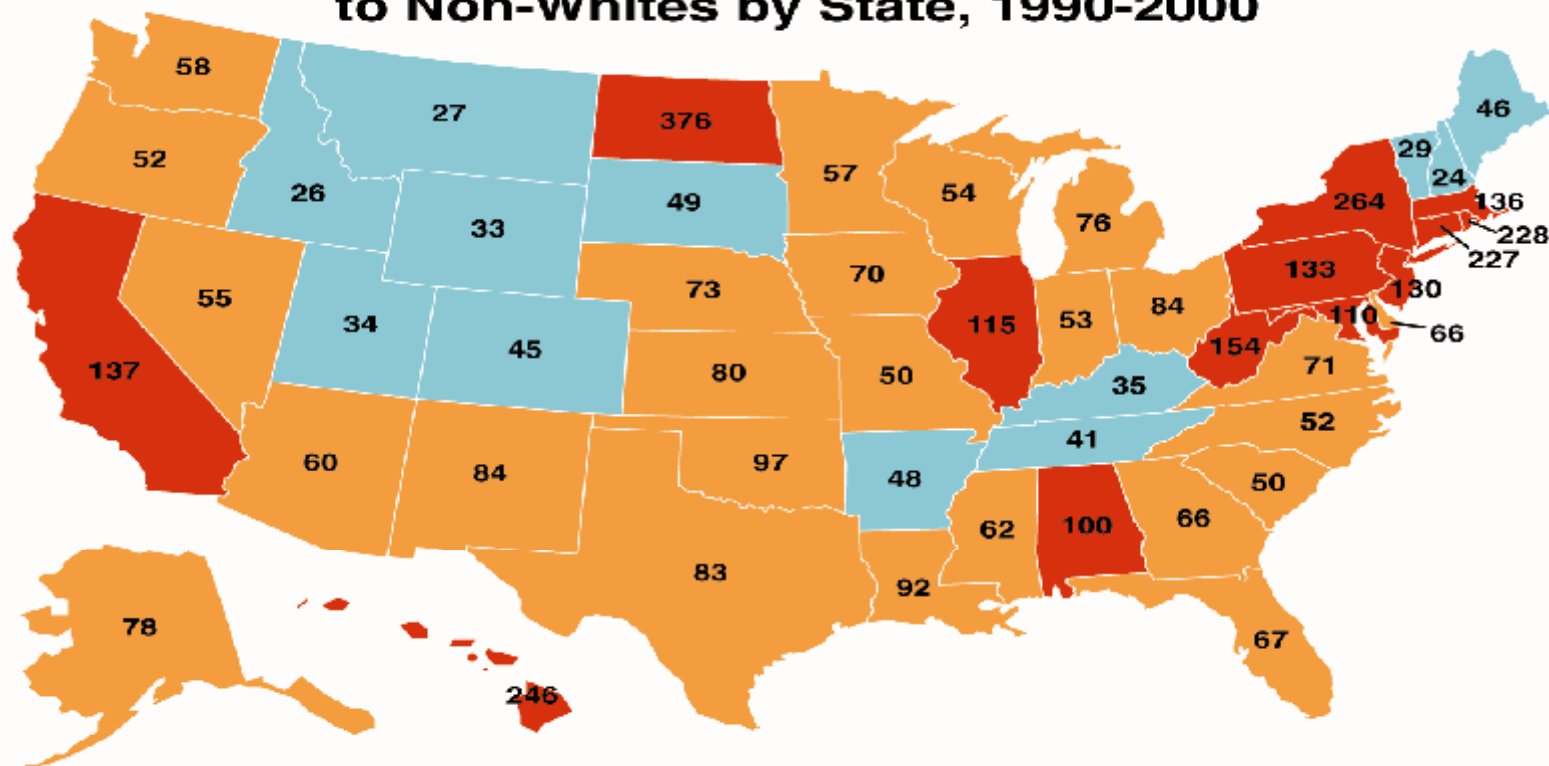
Blacks Return to the South Change in Population, 1990-2000



Net Population Change Attributable to Non-White Population Growth, 1990-2000

Region	2000 Population	Net Change 1990-2000	% of Net Change Due to Nonwhite Population Growth
United States	281,421,906	32,712,033	65%
Northeast	53,594,378	2,785,149	100%
Midwest	64,392,776	4,724,144	62%
South	100,236,820	14,790,890	52%
West	63,197,932	10,411,850	69%

Percent of Net Population Growth Attributed to Non-Whites by State, 1990-2000



0-49%	Moderate Non-White Growth Non-White population accounted for less than half the growth
50-99	Fast Non-White Growth Non-White population accounted for more than half the growth
100+	White population declined/Rapid Non-White Growth All growth due to Non-white population in addition to replacing white population loss

U.S. total net Non-White growth 64%
In virtually every state, Non-white growth out paced White growth.

© J.H. Johnson, Jr. 2001

Net Population Change Attributable to Non-White Population Growth, 2000-2004

Region	2004 Population	Net Change 2000-2004	% of Net Change Due to Nonwhite Population Growth
United States	293,655,404	12,233,498	81.5%
Northeast	54,571,147	976,769	100.0%
Midwest	65,729,852	1,337,076	82.5%
South	105,944,965	5,708,145	74.4%
West	67,409,440	4,211,508	81.0%

In-Migration, Out-Migration, Net Migration, and Movers from Abroad for Regions, 1990-2000

Region	In	Out	Net Internal Migration	Movers From Abroad	Net Migration (including from abroad)
Northeast	3,666	6,178	-2,512	2,222	-290
Midwest	6,978	6,909	69	1,641	1,711
South	11,761	9,357	2,404	4,185	6,588
West	6,751	6,731	38	4,185	4,222

(data in thousands)

Absolute and Relative Population Change for the U.S. and Census Regions, 1990-2000

Region	2000 Population	Absolute Change 1990-2000	Relative Change 1990-2000
United States	281,421,906	32,712,033	13.2%
Northeast	53,594,378	2,785,149	5.5%
Midwest	64,392,776	4,724,144	7.9%
South	100,236,820	14,790,890	17.3%
West	63,197,932	10,411,850	19.7%

Population by Race and Hispanic Origin for the United States: 2000

RACE & HISPANIC OR LATINO	NUMBER	% OF TOTAL
Total Population	281,421,906	100.0%
One Race	274,595,678	97.6%
White	211,460,626	75.1%
<i>Black or African American</i>	<i>34,658,190</i>	<i>12.3%</i>
American Indian & Alaskan Native	2,475,986	0.9%
Asian	10,242,998	3.6%
Native Hawaiian & Other Pacific Islander	398,835	0.1%
Some other Race	15,359,073	5.5%
Two or More Races	6,826,228	2.4%
<i>Hispanic or Latino (of any race)</i>	<i>35,305,818</i>	<i>12.5%</i>

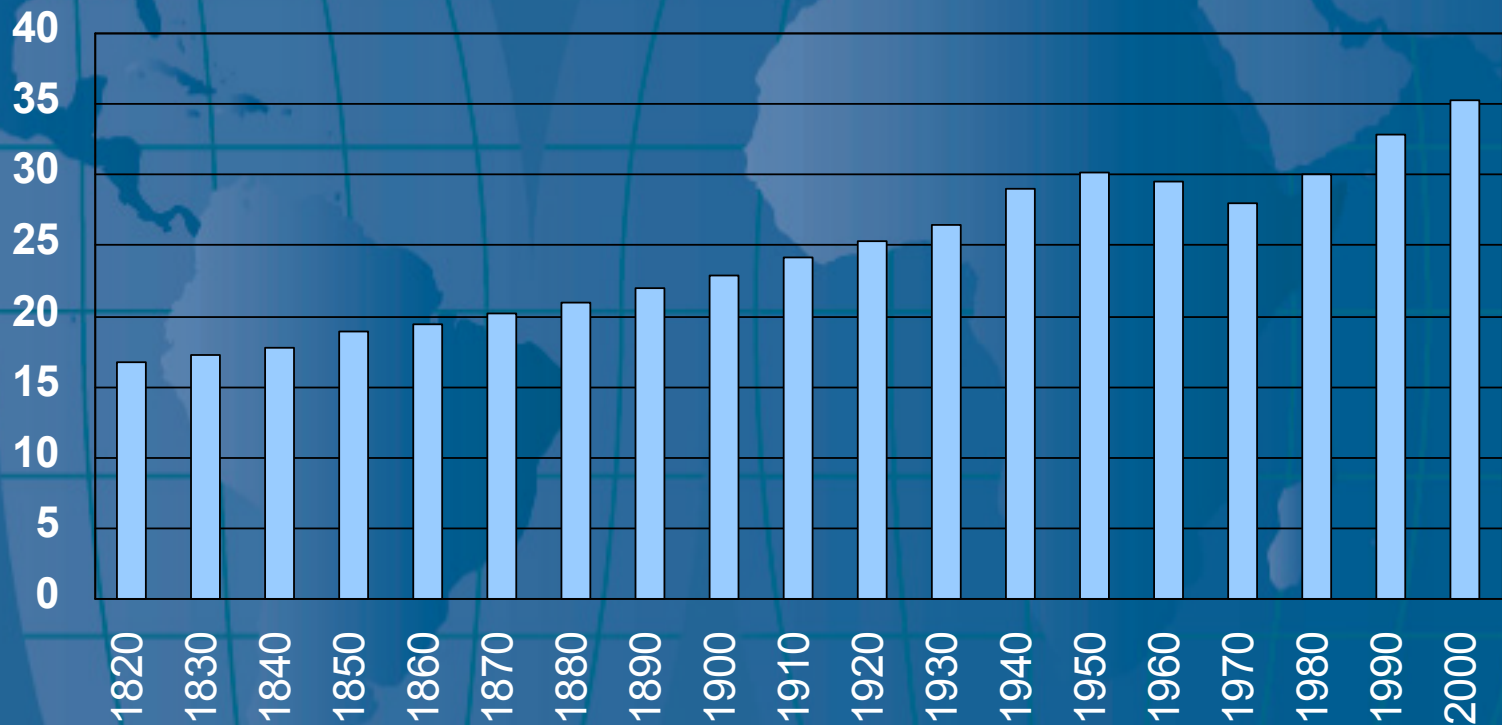
Net Population Change in the United States by Race and Hispanic or Latino Origin, 1990-2000

Race and Hispanic or Latino	2000 Population	Net Gain 1990-2000	Percent Change
Total	281,421,906	32,712,033	13.2%
White	211,460,626	11,774,556	5.9%
Black or African American	34,658,190	4,672,130	15.6%
American Indian or Alaska Native	2,475,956	2,475,956	131.8%
Asian	10,242,998	3,334,360	48.3%
Native Hawaiian and other Pacific Islander	398,835	33,811	9.3%
Some Other Race	15,359,073	5,554,226	56.6%
<i>Hispanic or Latino (of any race)</i>	<i>35,305,818</i>	<i>12,951,759</i>	<i>57.9%</i>

Net Population Change in the United States by Race and Hispanic or Latino Origin, 2000-2005

Race and Hispanic or Latino	2005 Population	Net Gain 2000-2005	Percent Change
Total	292,261,463	10,839,557	3.9%
White	218,236,353	6,775,727	3.2%
Black or African American	35,301,449	643,259	1.9%
American Indian or Alaska Native	2,351,386	-124,570	-5.0%
Asian	12,501,514	2,258,516	22.0%
Native Hawaiian and other Pacific Islander	387,691	-11,144	-2.8%
Some Other Race	17,732,254	2,373,181	15.5%
<i>Hispanic or Latino (of any race)</i>	<i>45,733,818</i>	<i>10,428,000</i>	<i>29.5%</i>

Aging America: U.S. Median Age, 1820-2000



U.S. Population Turning 50, 55, 62, and 65 Years of Age, 2007-2015

	Age 50	Age 55	Age 62	Age 65
Average Number / Day	12,344	11,541	9,221	8,032
Average Number / Minute	8.6	8.0	6.4	5.6

Absolute and Relative Change in the Gender/Age Composition of the U.S. Population, 1990-2000

Gender/Age	2000 Population	Net Change 1990-2000	% Change 1990-2000
Total	281,421,906	32,712,033	13.2%
Male	138,053,563	16,814,145	13.9%
Female	143,368,343	15,897,888	12.5%
Age 18-34	67,035,178	-2,878,520	-4.1%
Age 35-54	82,826,479	20,024,490	31.9%
Age 55-64	24,274,684	3,126,761	14.8%
Age 65+	34,991,753	3,749,922	12.0%

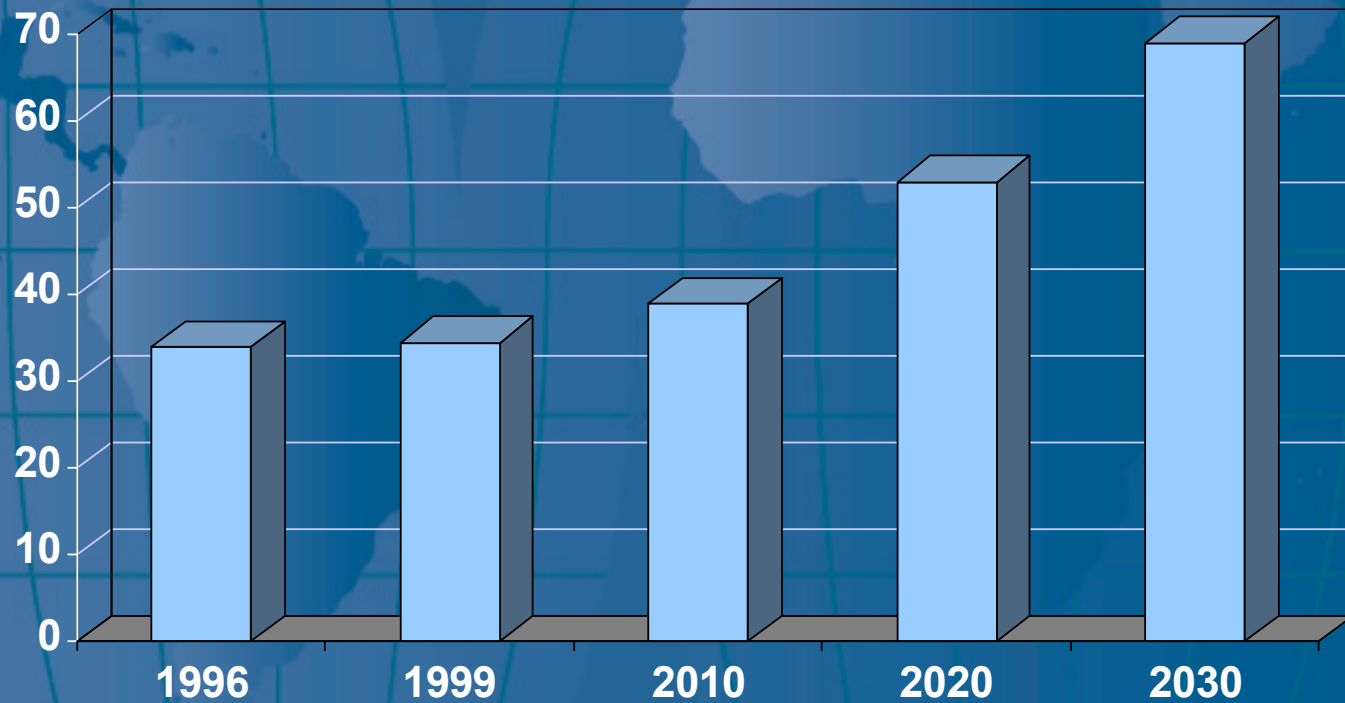
Absolute and Relative Change in the Gender/Age Composition of the U.S. Population, 2000-2005

Gender/Age	2005 Population	Net Change 2000-2005	% Change 2000-2005
Total	292,261,463	10,839,557	3.9%
Male	143,203,258	5,149,695	3.7%
Female	149,058,205	5,689,862	4.0%
Age 18-34	65,962,739	-1,072,439	-1.6%
Age 35-54	86,399,619	3,573,140	4.3%
Age 55-64	30,528,710	6,254,026	25.8%
Age 65+	35,199,481	207,728	0.6%

Age Profile of UNC-CH Faculty, 2002

Employee Type	Number	< 40	40-59	60+	Average Age
Tenured/Tenure Track	1,821	310	1,213	298	50.4
(%)	(100)	(17)	(67)	(16)	
Fixed Term	870	254	570	46	45.5
(%)	(100)	(29)	(66)	(5)	
Total	2,691	564	1,783	344	48.8
(%)	(100)	(21)	(66)	(13)	

Aging America: U.S. Population 65 and older, selected years, 1996-2030 *(in millions)*



Absolute and Percent Change in U.S. Population by Age, 2005-2050*

Age	2005	2050	% Change
Total	296	438	50.0%
Age 0-17	73	102	39.7%
Age 18-64	186	255	37.1%
Age 65+	37	81	118.9%

Older Workers in U.S. Workforces

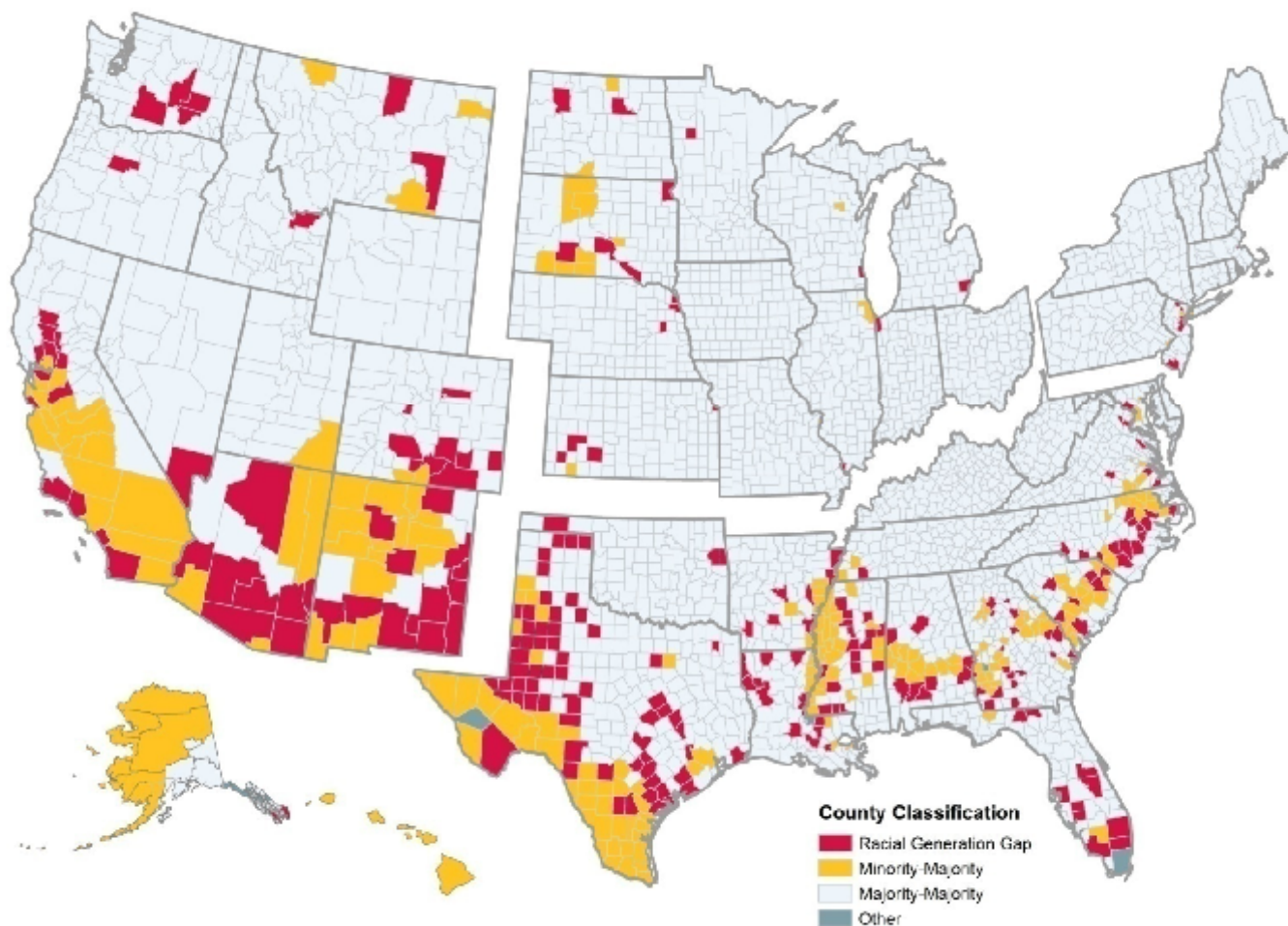
	65 or Older	75 or Older
2008	16.8%	7.3%
1998	11.9%	4.7%

Change in Foreign Born and Hispanic Shares of Working Age Population (18-64), 2005-2050

Age	2005	2050*
Total	186 million	255 million
Hispanic Share	14%	31%
<i>Foreign-born Share</i>	<i>15%</i>	<i>23%</i>

Impending Demographic Challenges

Racial/Ethnic Typology of U.S. Counties, 2005



Population of U.S. children under 18 years by race/ethnicity, income, and other social characteristics, 2004

	All	White	Non-white	Hispanic
All Children under 18	72,879,035	42,845,704	16,142,067	13,891,264
Families w/ low income(\$30,000/yr)	29.1%	19.5%	43.1%	42.6%
Householders or Parents w/ no college experience	47.7%	41.6%	46.4%	68.2%
Householders or Parents w/ no college experience and low income	18.8%	10.6%	25.9%	35.7%

Population of U.S. children under 18 years by race/ethnicity, income, and other social characteristics, 2004

	All	White	Non-white	Hispanic
All Children under 18	72,879,035	42,845,704	16,142,067	13,891,264
Non-Homeowner Families	33.2%	15.9%	50.8%	66.2%
Foreign-born Head of Household w/ no college experience	12.9%	2.8%	10.4%	46.9%

Implications and Challenges

- Managing transition from the “graying” to the “browning” of America.
- Competition for talent will be fierce – and global.
- Successful recruitment and retention will hinge on your ability to effectively manage the full nexus of “diversity” issues.

Responding to the Challenges

- Higher education must better prepare K-12 education leaders.
- Develop an education curriculum to better prepare our children for 21st-century realities
- Provide the requisite mentoring and academic supports to maximize academic success
- Develop more effective strategies to recruit and retain qualified teachers.

What Our Youth Must Do

- Learn to code-switch
- Display entrepreneurial acumen
- Development contextual intelligence
- Embrace diversity