THE UNIVERSITY OF TEXAS AT DALLAS
Naveen Jindal School of Management

Undergraduate Deans Conference
March 7, 2024
Three Topics for Us to Discuss

STATE OF THE NATION

STATE OF HIGHER EDUCATION

STATE OF THE WORKPLACE
Gallup’s Economic Confidence Index is down 26 points from January 2020
Only 42% of Americans think it’s very likely that the next generation will have a better standard of living. A 29-percentage point drop in twenty years.
Declining confidence in institutions across four decades

- Lowest rated industries: Newspapers, criminal justice system, television, big business, and congress
  - Gen Z lack trust in congress, news, and presidency

- Record low ratings: Public schools, large technology companies, police, and big business.

- Even small business has shown a downward trend.
### Americans’ Ethics Ratings of 23 Professions Are at or Below Recent Levels

<table>
<thead>
<tr>
<th>Profession</th>
<th>2019 %</th>
<th>2022 %</th>
<th>2023 %</th>
<th>2023-2019 pct. pts.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nurses</td>
<td>85</td>
<td>79</td>
<td>78</td>
<td>-7</td>
</tr>
<tr>
<td>Veterinarians*</td>
<td>--</td>
<td>--</td>
<td>65</td>
<td>N/A</td>
</tr>
<tr>
<td>Engineers</td>
<td>66</td>
<td>--</td>
<td>60</td>
<td>-6</td>
</tr>
<tr>
<td>Dentists</td>
<td>61</td>
<td>--</td>
<td>59</td>
<td>-2</td>
</tr>
<tr>
<td>Medical doctors</td>
<td>65</td>
<td>62</td>
<td>56</td>
<td>-9</td>
</tr>
<tr>
<td>Pharmacists</td>
<td>64</td>
<td>58</td>
<td>55</td>
<td>-9</td>
</tr>
<tr>
<td>Police officers</td>
<td>54</td>
<td>50</td>
<td>45</td>
<td>-9</td>
</tr>
<tr>
<td>College teachers</td>
<td>49</td>
<td>--</td>
<td>42</td>
<td>-7</td>
</tr>
<tr>
<td>Psychiatrists</td>
<td>43</td>
<td>--</td>
<td>36</td>
<td>-7</td>
</tr>
<tr>
<td>Chiropractors</td>
<td>41</td>
<td>--</td>
<td>33</td>
<td>-8</td>
</tr>
<tr>
<td>Clergy</td>
<td>40</td>
<td>34</td>
<td>32</td>
<td>-8</td>
</tr>
<tr>
<td>Labor union leaders</td>
<td>24</td>
<td>24</td>
<td>25</td>
<td>-1</td>
</tr>
<tr>
<td>Bankers</td>
<td>28</td>
<td>26</td>
<td>19</td>
<td>-9</td>
</tr>
<tr>
<td>Journalists</td>
<td>28</td>
<td>23</td>
<td>19</td>
<td>-9</td>
</tr>
<tr>
<td>Lawyers</td>
<td>22</td>
<td>21</td>
<td>16</td>
<td>-6</td>
</tr>
<tr>
<td>State governors</td>
<td>20</td>
<td>--</td>
<td>16</td>
<td>-4</td>
</tr>
<tr>
<td>Business executives</td>
<td>20</td>
<td>14</td>
<td>12</td>
<td>-8</td>
</tr>
<tr>
<td>Insurance salespeople</td>
<td>13</td>
<td>--</td>
<td>12</td>
<td>-1</td>
</tr>
<tr>
<td>Stockbrokers</td>
<td>14</td>
<td>--</td>
<td>12</td>
<td>-2</td>
</tr>
<tr>
<td>Advertising practitioners</td>
<td>13</td>
<td>15</td>
<td>8</td>
<td>-5</td>
</tr>
<tr>
<td>Car salespeople</td>
<td>9</td>
<td>10</td>
<td>9</td>
<td>-1</td>
</tr>
<tr>
<td>Senators</td>
<td>13</td>
<td>--</td>
<td>8</td>
<td>-5</td>
</tr>
<tr>
<td>Members of Congress</td>
<td>12</td>
<td>9</td>
<td>6</td>
<td>-6</td>
</tr>
</tbody>
</table>

Professions are listed in 2023 rank order.

* When veterinarians were last included in 2006, 71% of U.S. adults rated their ethics as very high or high.

### % High or Very High

- College teachers 42% down 7 percentage points
- Nurses are highest 78% but down 7 percentage points
- Congress 6%, Senators 8%, Car Salespeople 8% and Advertising Practitioners 8% are lowest
- Only Labor Union Leaders up 1 percentage point improved

Ethics Ratings of Nearly All Professions Down in U.S. (gallup.com)
Percentage of Americans with very little confidence in Higher Education has more than doubled since 2015

<table>
<thead>
<tr>
<th></th>
<th>2015 %</th>
<th>2018 %</th>
<th>2023 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Great deal</td>
<td>28</td>
<td>23</td>
<td>17</td>
</tr>
<tr>
<td>Quite a lot</td>
<td>29</td>
<td>25</td>
<td>19</td>
</tr>
<tr>
<td>Some</td>
<td>33</td>
<td>34</td>
<td>40</td>
</tr>
<tr>
<td>Very little</td>
<td>9</td>
<td>15</td>
<td>22</td>
</tr>
</tbody>
</table>

*Americans’ Confidence in Higher Education Continues to Fall (gallup.com)*
Three Topics for Us to Discuss

STATE OF THE NATION
STATE OF HIGHER EDUCATION
STATE OF THE WORKPLACE
What makes a degree worth it?

The majority (71%) of currently enrolled bachelor’s degree students strongly agree or agree that the degree they are receiving is worth the cost.

Key factors that predict a student’s likelihood to believe their degree is worth the cost, in order of importance:

1. feeling prepared for life after college
2. the ability to express oneself freely on campus
3. the extent to which students have the opportunity to interact with people with different views
4. perceptions of physical safety
5. the extent to which professors care about students as people
6. perceptions of belonging
7. admissions selectivity of institution according to IPEDS
Affordability challenges are the top 2 barriers to enrollment.

Financial reasons are greatest barrier to enrollment, followed by work-related conflicts and emotional stress or mental health.
Emotional stress and personal mental health are greatest reasons for students considering stopping their education.
Recent Graduates Feel Unprepared For Life After School. Employers Agree.

- 22% of recent college graduates strongly agree their college/university prepared them well for life outside of college.

- 31% strongly agree they gained important job-related skills while completing their undergraduate degree.

- 34% strongly agree the knowledge and skills they learned in college are directly relevant to their current job/career.

Source: Gallup 2023 National Alumni Survey
The Big Six

How students respond to these six experiences is linked to student confidence in how successful they will be in the job market:

1. My professors at [university] care about me as a person.
2. I have at least one professor at [university] who makes me excited about learning.
3. I have a mentor at [university] who encourages me to pursue my goals and dreams.
4. While attending [university], have you had an internship or job that allows you to apply what you're learning in the classroom?
5. While attending [university], I have worked on a project that took a semester or more to complete.
6. I am extremely active in extracurricular activities and organizations.

Graduates who are emotionally supported during college are three times as likely to have thriving wellbeing after college – and six times as likely to be attached to their alma mater.
We Know that What We All Want is a Good Job and a Great Life.

### U.S. Employees
**Q3 2023**

- **Thriving in Life**: 54%
- **Thriving at Work (Engaged)**: 33%

### Global Employees
**2022**

- **Thriving in Life**: 35%
- **Thriving at Work (Engaged)**: 23%

WF Q3 2023, U.S. Employees MOE: ±1 point; 2022 Gallup World Poll, Global Employees MOE: ±1 point
Three Topics for Us to Discuss

STATE OF THE NATION

STATE OF HIGHER EDUCATION

STATE OF THE WORKPLACE
Students are Entering a Rapidly Changing Workplace

Technology Disruptors

Big data, collaboration platforms, internet and automation are changing the game.

Remote Working

The percentage of employees working remotely increased significantly due to COVID-19.

Heightened Complexity

Companies are finding it increasingly hard to deal with complexity.

Need for Greater Agility

The ability to adapt to disruptions is a key requirement in today's business world.

GALLUP DATA SHOW

23% of U.S. workers are very or somewhat worried their job will be eliminated as a result of new technology, automation, robots or artificial intelligence.

9 in 10 U.S. employees with jobs that could be done remotely want hybrid or 100% remote work.

1/3 of leaders whose companies test their compliance programs' effectiveness are "confident" or "very confident" they're using the right metrics.

19% of U.S. workers strongly agree they are satisfied with the cooperation between departments at their organization.
Annual Employee Engagement in the U.S., World and Best-Practice Organizations

Employee Engagement Trends

% Engaged

U.S.  Global  Best-practice organizations

WF 2023, U.S. Employees MOE: ±1 point. 2022 Gallup World Poll, Global Employees MOE: ±1 point. Percentages for best-practice organizations are average percentages of engaged employees across annual Gallup Exceptional Workplace Award winners; percentages reflect the year that Gallup collected the winners’ engagement data — not the year that Gallup named the award winners.
Employee Engagement Across Generations in 2023

<table>
<thead>
<tr>
<th>Generation Z and Younger Millennials (Born 1989 or After)</th>
<th>% Actively disengaged</th>
<th>% Not engaged</th>
<th>% Engaged</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>35</td>
<td>51</td>
<td>14</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Older Millennials (Born 1980-1988)</th>
<th>% Actively disengaged</th>
<th>% Not engaged</th>
<th>% Engaged</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>32</td>
<td>51</td>
<td>17</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Generation X (Born 1965-1979)</th>
<th>% Actively disengaged</th>
<th>% Not engaged</th>
<th>% Engaged</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>31</td>
<td>51</td>
<td>18</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Baby Boomers (Born 1946-1964)</th>
<th>% Actively disengaged</th>
<th>% Not engaged</th>
<th>% Engaged</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>36</td>
<td>49</td>
<td>15</td>
</tr>
</tbody>
</table>

WF 2023, U.S. FT Employees; Gen Z and Younger Millennials MOE: ±1 point, Older Millennials MOE: ±1 point, Gen X MOE: ±1 point, Baby Boomers MOE: ±1 point
What Job Seekers Want From Their Next Job

Greater work-life balance and wellbeing and improvements to income and benefits increased greatly in importance since 2015.

<table>
<thead>
<tr>
<th>Reasons for Taking Next Job</th>
<th>2015 % Very important</th>
<th>2021 % Very important</th>
<th>2022 % Very important</th>
<th>Change, 2021 to 2022 pct. pts.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Greater work-life balance and better personal wellbeing</td>
<td>53</td>
<td>61</td>
<td>63</td>
<td>▲ +2</td>
</tr>
<tr>
<td>2. Significantly increases my income or improves my benefits package</td>
<td>41</td>
<td>64</td>
<td>59</td>
<td>▼ -5</td>
</tr>
<tr>
<td>3. Allows me to do what I do best</td>
<td>60</td>
<td>58</td>
<td>57</td>
<td>-1</td>
</tr>
<tr>
<td>4. Greater stability and job security</td>
<td>51</td>
<td>53</td>
<td>56</td>
<td>▲ +3</td>
</tr>
<tr>
<td>5. Organization is diverse and inclusive of all types of people</td>
<td>*</td>
<td>42</td>
<td>38</td>
<td>▼ -4</td>
</tr>
<tr>
<td>6. Organization has a great reputation or brand</td>
<td>36</td>
<td>35</td>
<td>36</td>
<td>+1</td>
</tr>
<tr>
<td>7. Move away from a bad manager or leader</td>
<td>*</td>
<td>28</td>
<td>35</td>
<td>▲ +7</td>
</tr>
</tbody>
</table>

*Data not available.

WF Q4 2022, U.S. Employees MOE: ±1 point. Employees must have been working at their job at least three months to be included. Retired employees are excluded.
How to Measure Success?

By measuring the correlation between CliftonStrengths implementation and a metric that matters to you.

- Give students the “Vol Edge” to instill confidence in students and ensure career-ready alumni
  - Increase in retention rate for first-year students since implementation in 2018: +5%

- Launched the first-ever “Purpose Center” to propel students towards successful, satisfying careers.
  - Increase in retention among student from historically marginalized backgrounds: +3%

- Leveraging “CareerEdge” to help students align with the current demands of the workforce
  - More likely to be confident that they will find a good job after graduation when they strongly agree Bentley invests in their strengths: 1.8x
The Strengths Movement Continues to Grow

In five decades of research and development, we’ve studied more than 1 million work teams; conducted tens of thousands of individual interviews; and coached even more executives, leaders, managers and employees.

- More than 30 million people have taken the CliftonStrengths assessment – including 6 million students.
- Over 700,000 students discover their CliftonStrengths last year.
- CliftonStrengths has been used by 467 members of the Fortune 500.*
- Strengths science developed over 70 years with multimillion-dollar research.
- More than 11,000 strengths coaches

Bestselling book: StrengthsFinder 2.0

The Wall Street Journal, Bloomberg Businessweek, USA Today, Amazon

*As reported by The Wall Street Journal
A Few Closing Thoughts for You and Your Students -

• When seeking a great start to a career:

  – Find a great manager to work for. Great managers motivate, make decisions, develop teams and hold you accountable.
  – Find and organization that purpose aligns with yours. Only 1 in 3 employees agree the mission or purpose makes their job feel important.
  – Make sure your job allows you to do what you do best. Only 1 in 3 employees agree that they get to do what they do best everyday.
  – Look for organizations that will leverage your strengths. Employees are 6 times more likely to be engaged and have a chance to do what they do best when using our strengths.
  – Know your fundamentals. Come in with the skills to communicate professionally, participate in meetings, write clearly and show up ready to work.
One Piece of Advice for your Job Seeking Students – Find a Great Manager!

- They **motivate** every single employee to take action and engage employees with a compelling mission and vision.

- They have the **assertiveness** to drive outcomes and the ability to overcome adversity and resistance.

- They make **decisions** based on productivity, not politics.

- They create a culture of clear **accountability**.

- They build **relationships** that create trust, open dialogue and full transparency.
A Second Piece of Advice is to Work Where You Get to do What You Do Best and Leverage Your Strengths

PEOPLE WHO HAVE THE OPPORTUNITY TO USE THEIR CLIFTONSTRENGTHS ARE:

- As likely to be engaged in their job 6x
- As likely to strongly agree that they have the chance to do what they do best every day 6x
- As likely to report having an excellent quality of life 3x
• Last year Gallup researchers reviewed over 73 different studies and publications about CliftonStrengths in higher education

• We identified 6 studies led by researchers outside of Gallup that connected CliftonStrengths interventions with student retention.
  – E.g., taking the assessment, integrating strengths into a first-year class, and/or having strengths-based conversations

• Preliminary results of a meta-analysis on these 6 studies show a significant and positive – we are publishing a technical report on this in April, and we are currently collaborating with multiple universities to expand this preliminary research.

• Past Gallup research has identified that stopping an education before obtaining a degree puts students in a worse position than those who never enrolled, largely due to higher student debt and lack of credentials to show employers.

• Students who reported having a strengths-based advising discussion were 1.53 times more likely to return for their second year of school and 1.90 times more likely to graduate within four years than matched students who did not report such a conversation. (Soria et al., 2017)