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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**

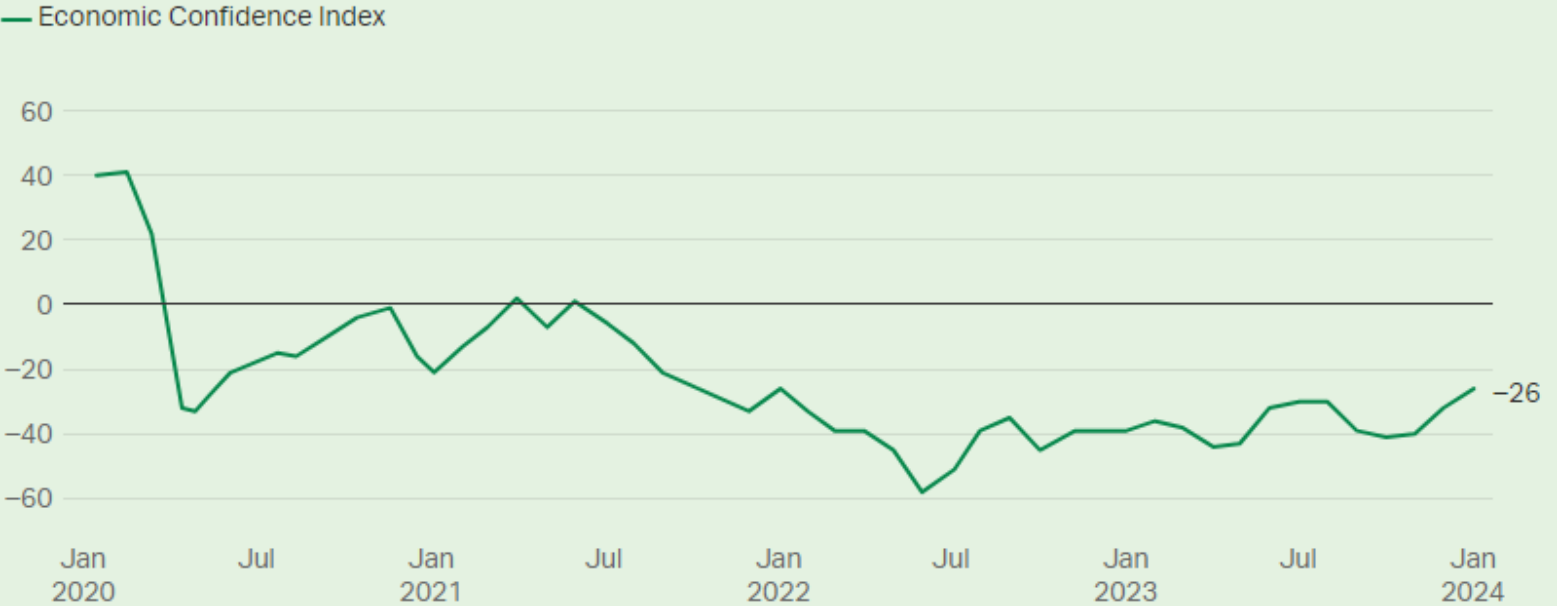


**STATE OF THE
WORKPLACE**

Gallup's Economic Confidence Index is down 26 points from January 2020

Gallup's Economic Confidence Index (Recent Trend)

Gallup's Economic Confidence Index summarizes Americans' ratings of current economic conditions and whether the economy is getting better or worse. It has a theoretical range of -100 to +100.



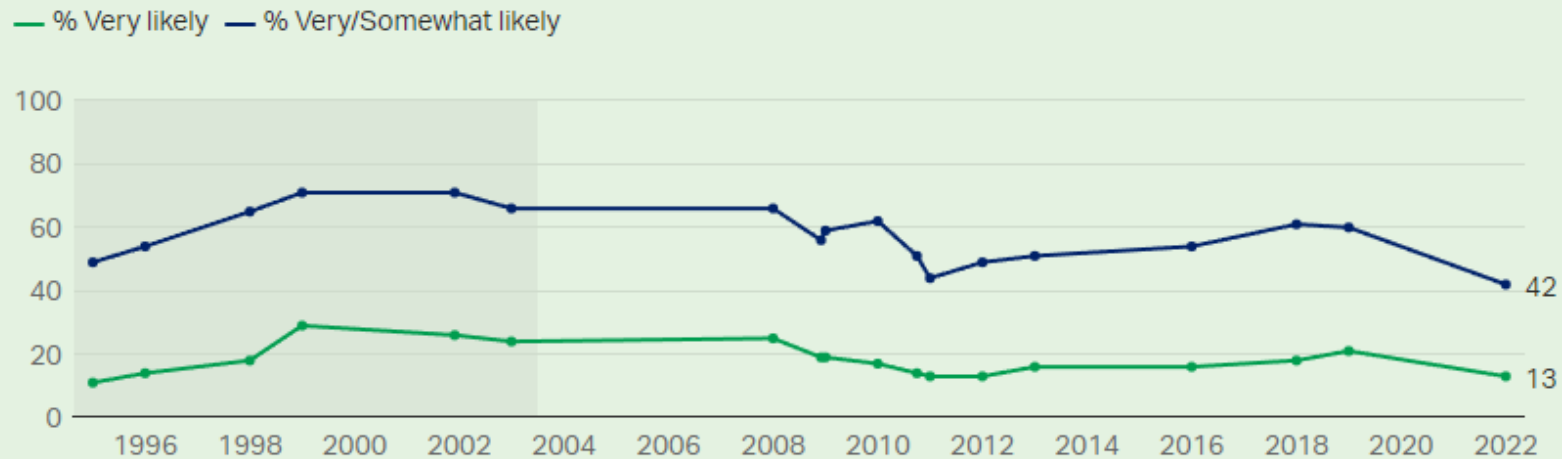
[Get the data](#) • [Download image](#)

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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.

Americans' Expectations for Next Generation, 1995-2022

In America, each generation has tried to have a better life than their parents, with a better living standard, better homes, a better education and so on. How likely do you think it is that today's youth will have a better life than their parents -- very likely, somewhat likely, somewhat unlikely or very unlikely?



Polls in shaded area were conducted by *The New York Times* and CBS News. 1996 data shown are average of September through December polls.

[Get the data](#) • [Download image](#)

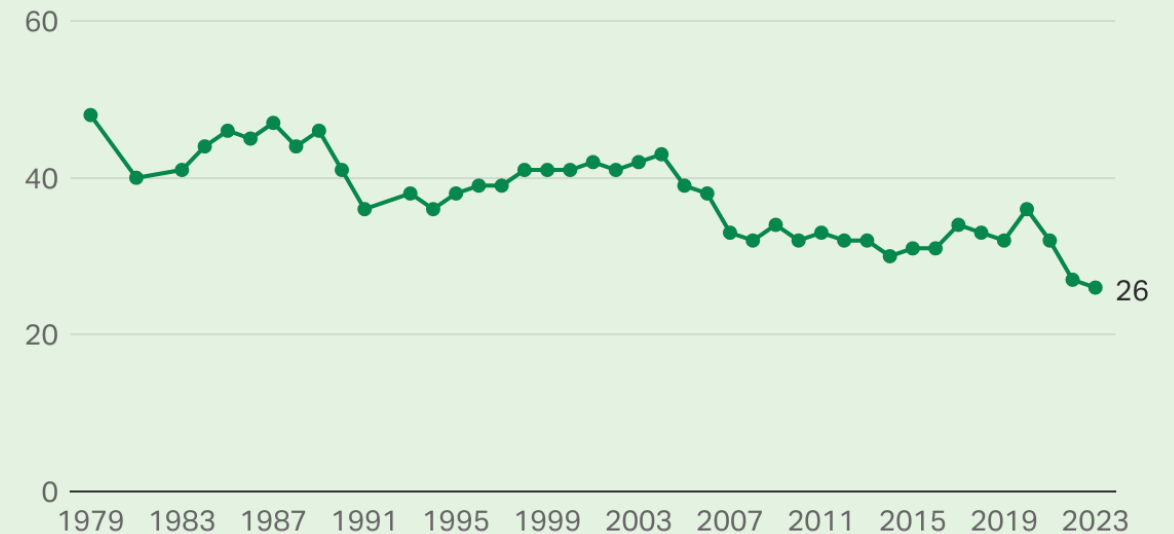
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Declining confidence in institutions across four decades

- 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.

Average Confidence in Major U.S. Institutions, 1979-2023

Figures are the average percentage of U.S. adults who have a great deal or quite a lot of confidence in nine institutions measured consistently by Gallup



The average includes only those institutions rated consistently by Gallup since 1979. These are the church/organized religion, the military, the Supreme Court, banks, public schools, newspapers, Congress, organized labor and big business.

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Americans' Ethics Ratings of 23 Professions Are at or Below Recent Levels

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

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.

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% High or Very High

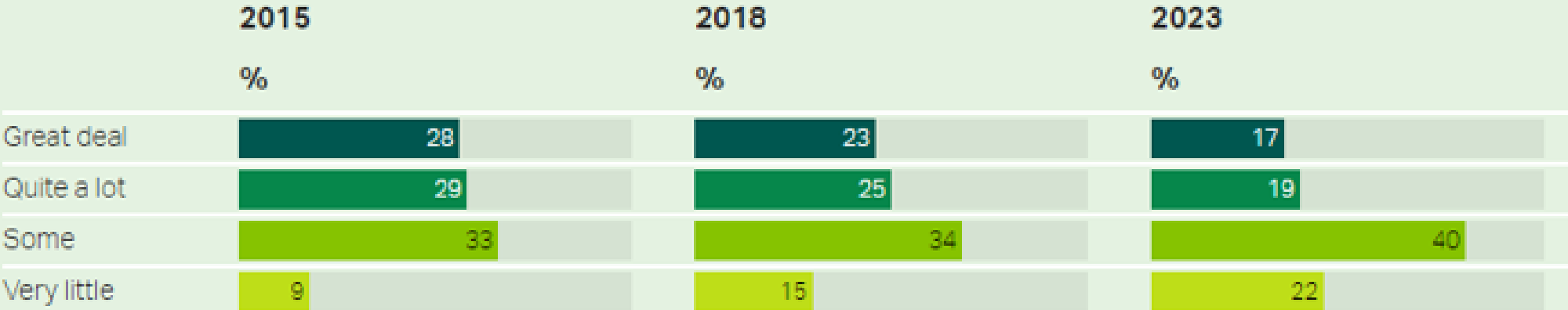
- College teachers 42% down 7 percentage points
- Nurses are highest 78% but down 7 percentage points
- Congress 6%, Senators 8%, Car Salespeople 8% and Advertising Practitioners 8% are lowest
- Only Labor Union Leaders up 1 percentage point improved

[Ethics Ratings of Nearly All Professions Down in U.S. \(gallup.com\)](https://www.gallup.com)

Percentage of Americans with very little confidence in Higher Education has more than doubled since 2015

Americans' Confidence in Higher Education Continues to Fall

Now I am going to read you a list of institutions in American society. Please tell me how much confidence you, yourself, have in each one -- a great deal, quite a lot, some or very little. **Higher education**



[Americans' Confidence in Higher Education Down Sharply \(gallup.com\)](https://www.gallup.com)

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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

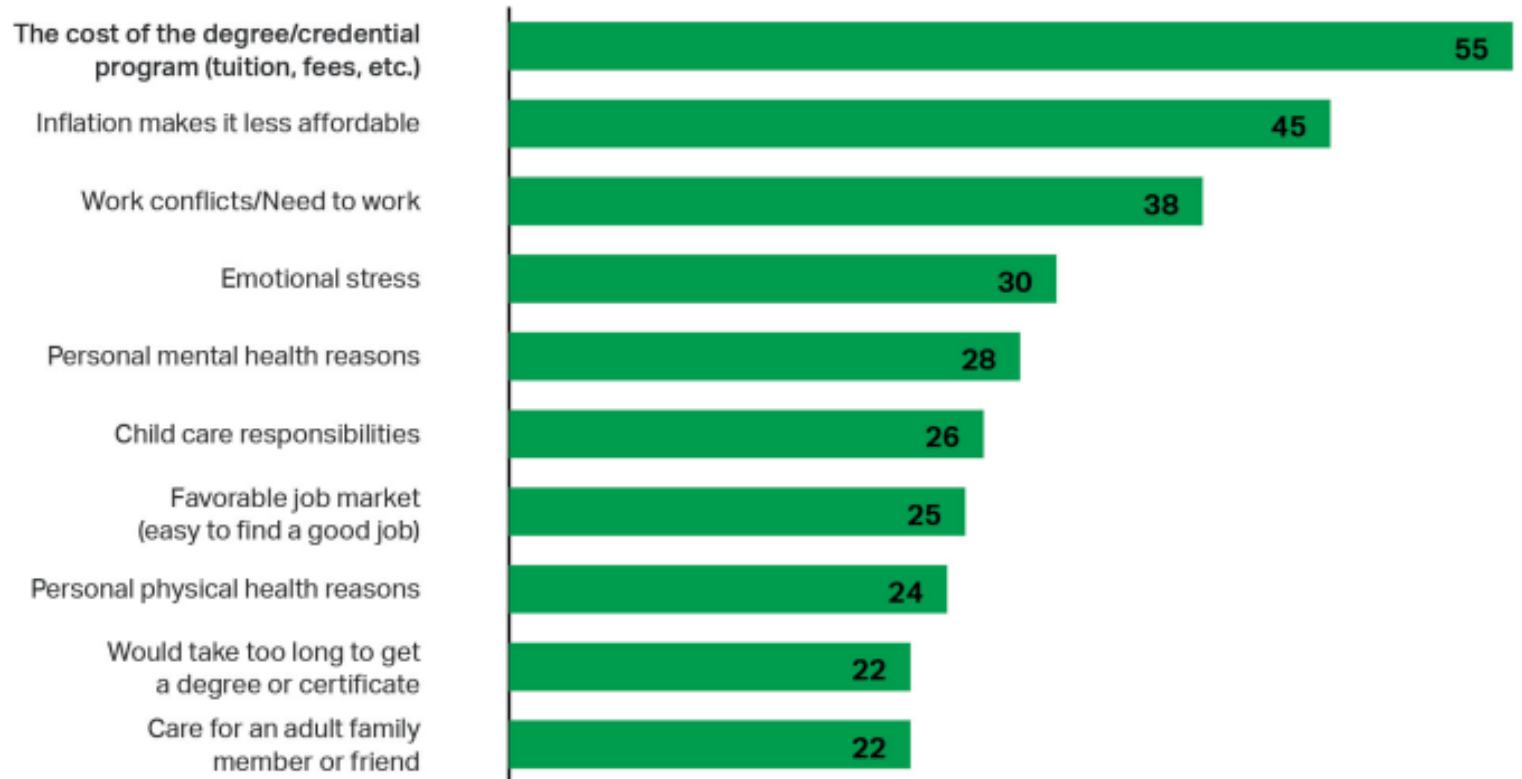
Affordability challenges are the top 2 barriers to enrollment.

CHART 5

Top Reasons Why Unenrolled Adults Are Not Enrolled

Thinking now about some reasons why people may not enroll in a degree or certificate program, how important are each of the following as reasons why you are not currently enrolled?

% Very important



Financial reasons are greatest barrier to enrollment, followed by work-related conflicts and emotional stress or mental health.

Stress and mental health are reasons students stop their education

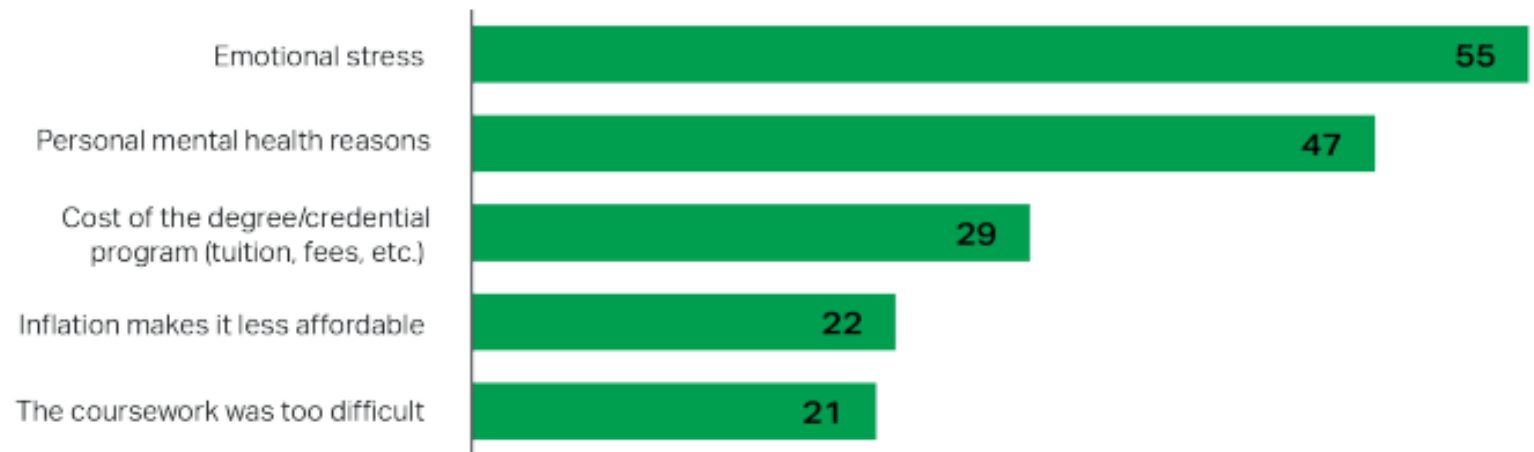
Emotional stress and personal mental health are greatest reasons for students considering stopping their education

CHART 7

Top Five Reasons Students Considered Stopping Their Coursework

Which of the following describes why you considered stopping your coursework?

% Among students who considered stopping out



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



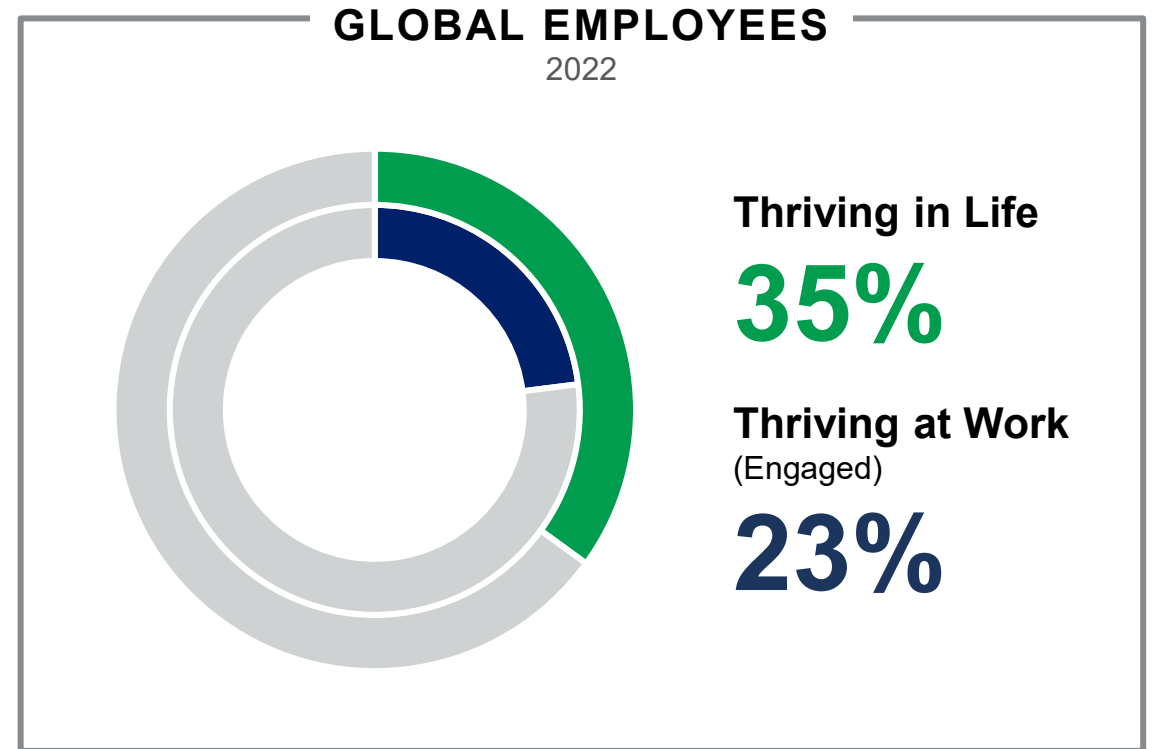
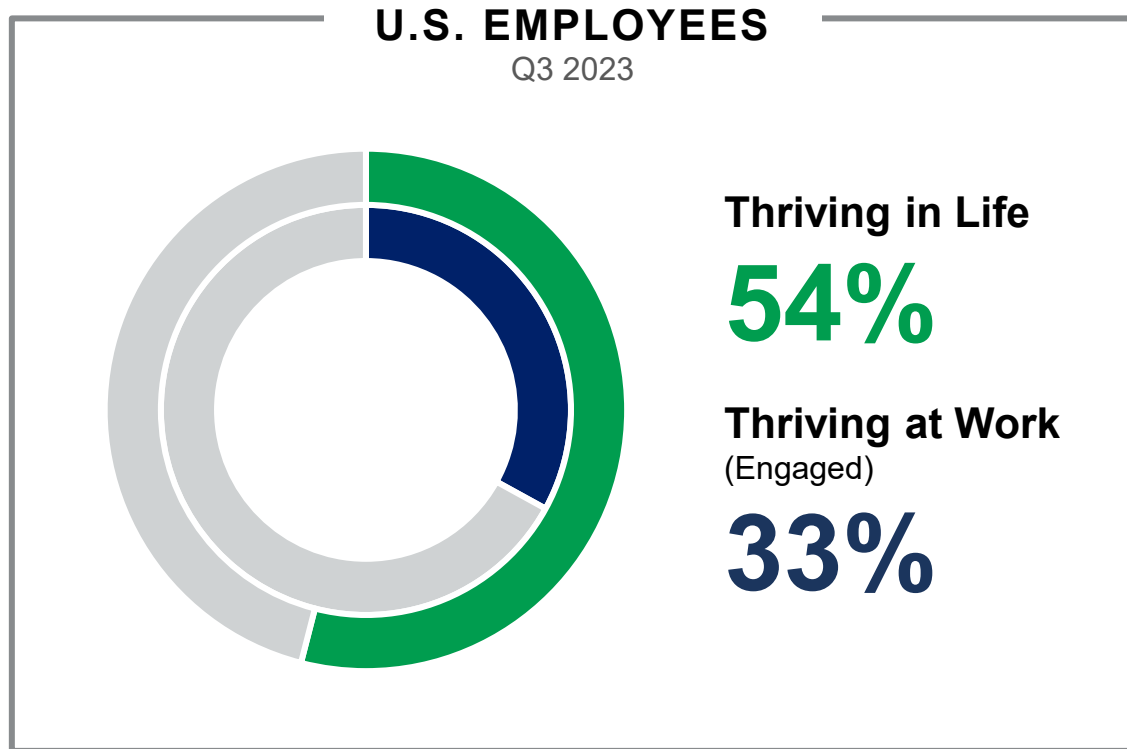
The Big Six

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.



WF Q3 2023, U.S. Employees MOE: ±1 point; 2022 Gallup World Poll, Global Employees MOE: ±1 point

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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**.

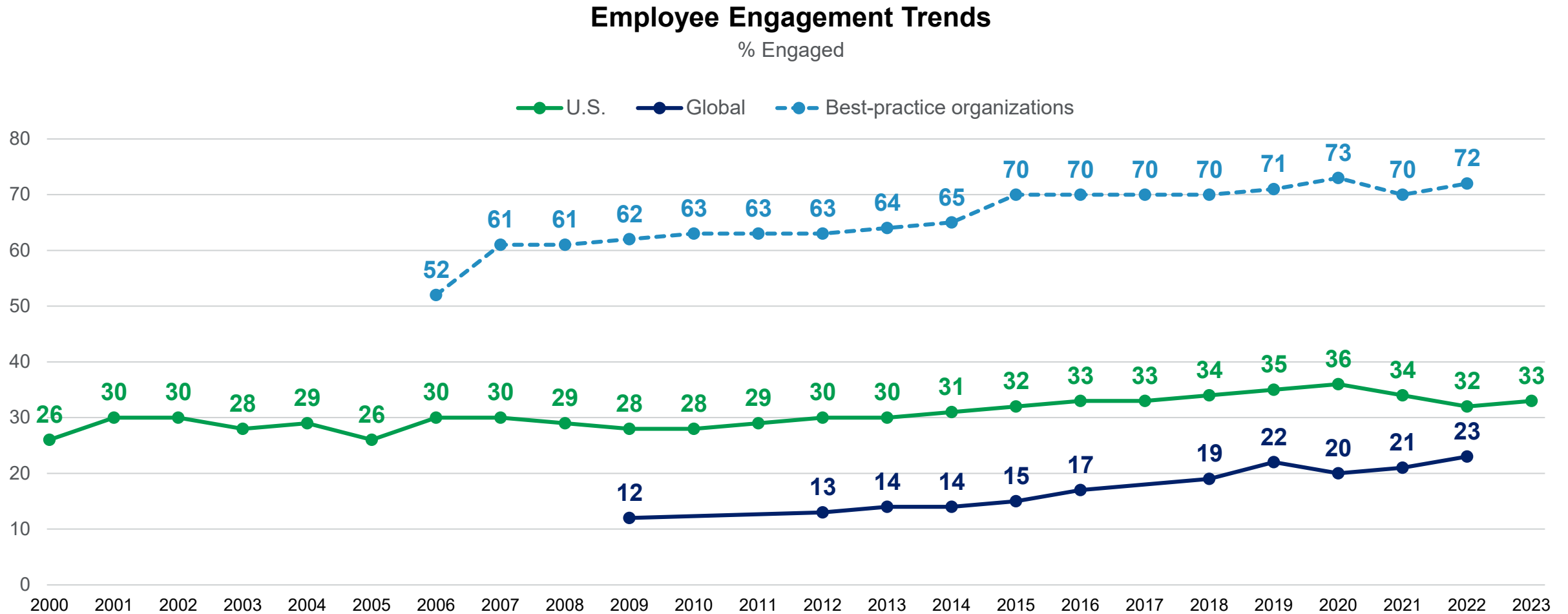
1/3

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.

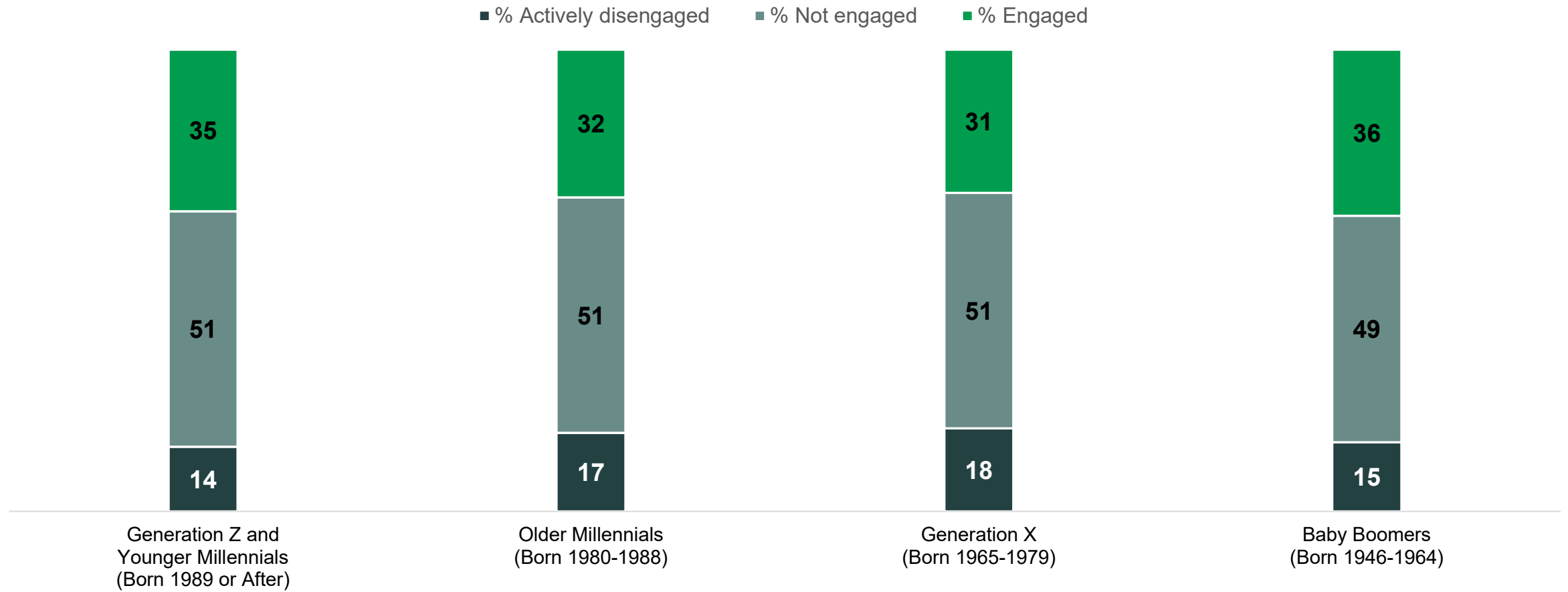
Annual Employee Engagement in the U.S., World and Best-Practice Organizations



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



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.

Reasons for Taking Next Job	2015 % Very important	2021 % Very important	2022 % Very important	Change, 2021 to 2022 pct. pts.	
1. Greater work-life balance and better personal wellbeing	53	61	63	▲ +2	▲ 10-point increase since 2015
2. Significantly increases my income or improves my benefits package	41	64	59	▼ -5	▲ 18-point increase since 2015 ▼ 5-point decrease in 2022
3. Allows me to do what I do best	60	58	57	-1	
4. Greater stability and job security	51	53	56	▲ +3	
5. Organization is diverse and inclusive of all types of people	*	42	38	▼ -4	
6. Organization has a great reputation or brand	36	35	36	+1	
7. Move away from a bad manager or leader	*	28	35	▲ +7	

*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

+5%

Increase in **retention** rate for **first-year students** since implementation in 2018



Launched the first-ever “**Purpose Center**” to propel students towards successful, satisfying careers.

+3%

Increase in **retention** among student from **historically marginalized backgrounds**



Leveraging “**CareerEdge**” to help students align with the current demands of the workforce

1.8x

More likely to be **confident** that they will find a **good job** after graduation when they **strongly agree** Bentley invests in their strengths



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 an 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.

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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 create a culture of clear **accountability**.



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



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



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:

6x

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

3x

as likely to report having an excellent quality of life

Note – slide on retention meta-analysis

- 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)