



The Great Resignation: Impacts to Higher Education

Reynaldo Quiroz, Daniel Hubbard, and Manisha Domala



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About Reynaldo

- Responsible for providing data analysis of faculty information, preparing reports for the state and federal education agencies, and developing analytics for Insights and UNT leadership.
- Holds an MBA from UNT, a Master's degree in Finance, and a Bachelor's degree in Commercial Engineering from EMI.
- Currently working on his dissertation to complete his Ph.D. in Computer Science.

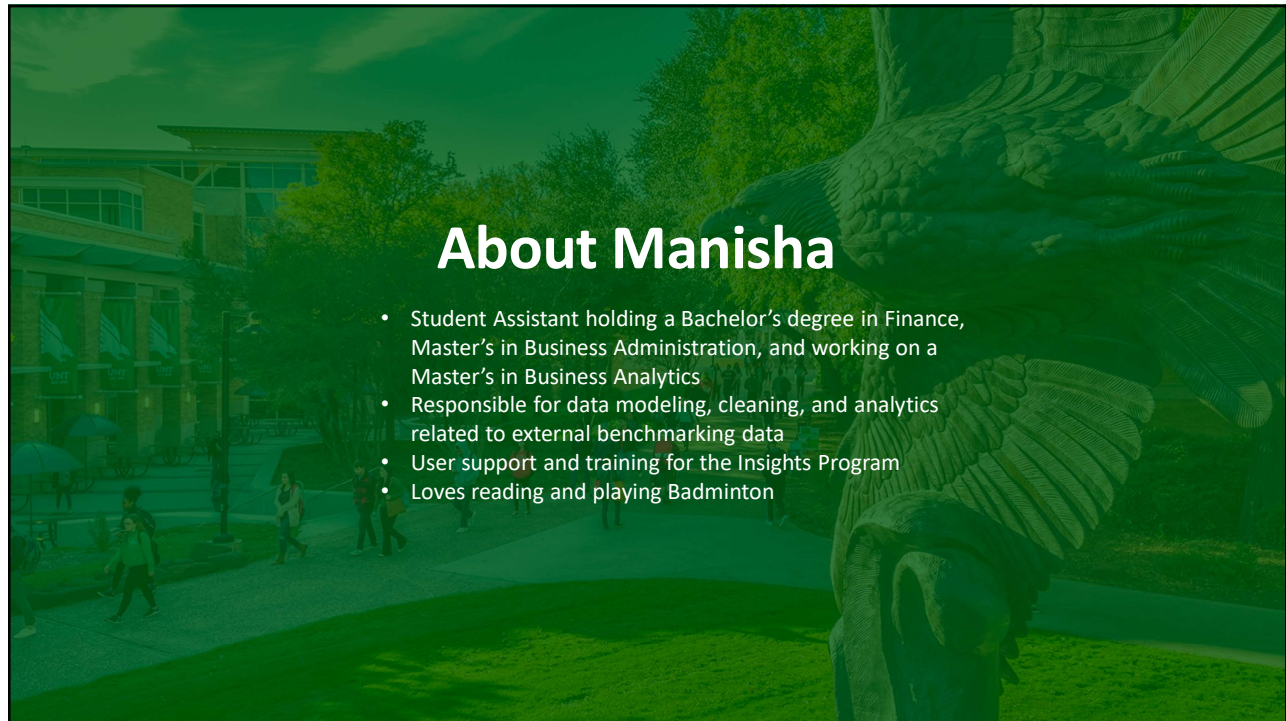


About Dan

- Responsible for leadership and implementation of data governance, data management, analytic development, and training involving internal and external data resources at UNT.
- Helps manage Insights, UNT's comprehensive data warehousing, analytics, and governance Program.
- Holds a Bachelor's degree in Psychology, Master's Degree in Cognition and Neuroscience, and a Ph.D. in Cognition and Neuroscience from UT Dallas.



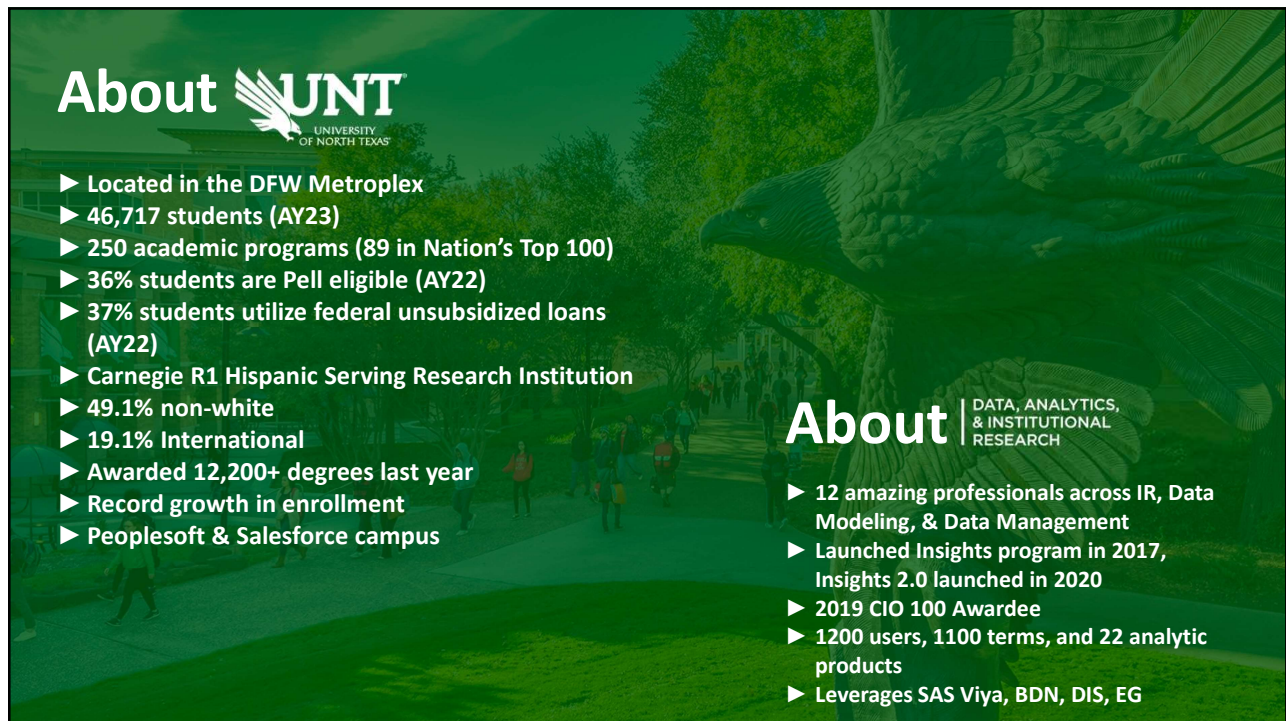
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About Manisha

- Student Assistant holding a Bachelor's degree in Finance, Master's in Business Administration, and working on a Master's in Business Analytics
- Responsible for data modeling, cleaning, and analytics related to external benchmarking data
- User support and training for the Insights Program
- Loves reading and playing Badminton

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About UNIVERSITY OF NORTH TEXAS


- ▶ Located in the DFW Metroplex
- ▶ 46,717 students (AY23)
- ▶ 250 academic programs (89 in Nation's Top 100)
- ▶ 36% students are Pell eligible (AY22)
- ▶ 37% students utilize federal unsubsidized loans (AY22)
- ▶ Carnegie R1 Hispanic Serving Research Institution
- ▶ 49.1% non-white
- ▶ 19.1% International
- ▶ Awarded 12,200+ degrees last year
- ▶ Record growth in enrollment
- ▶ Peoplesoft & Salesforce campus

About

DATA, ANALYTICS, & INSTITUTIONAL RESEARCH

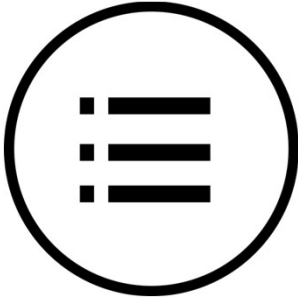
- ▶ 12 amazing professionals across IR, Data Modeling, & Data Management
- ▶ Launched Insights program in 2017, Insights 2.0 launched in 2020
- ▶ 2019 CIO 100 Awardee
- ▶ 1200 users, 1100 terms, and 22 analytic products
- ▶ Leverages SAS Viya, BDN, DIS, EG

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Overview

- 1 Introduction
- 2 Economic crises and reasons for resignation
- 3 Analysis of Faculty Resignation in Texas universities
- 4 Conclusions



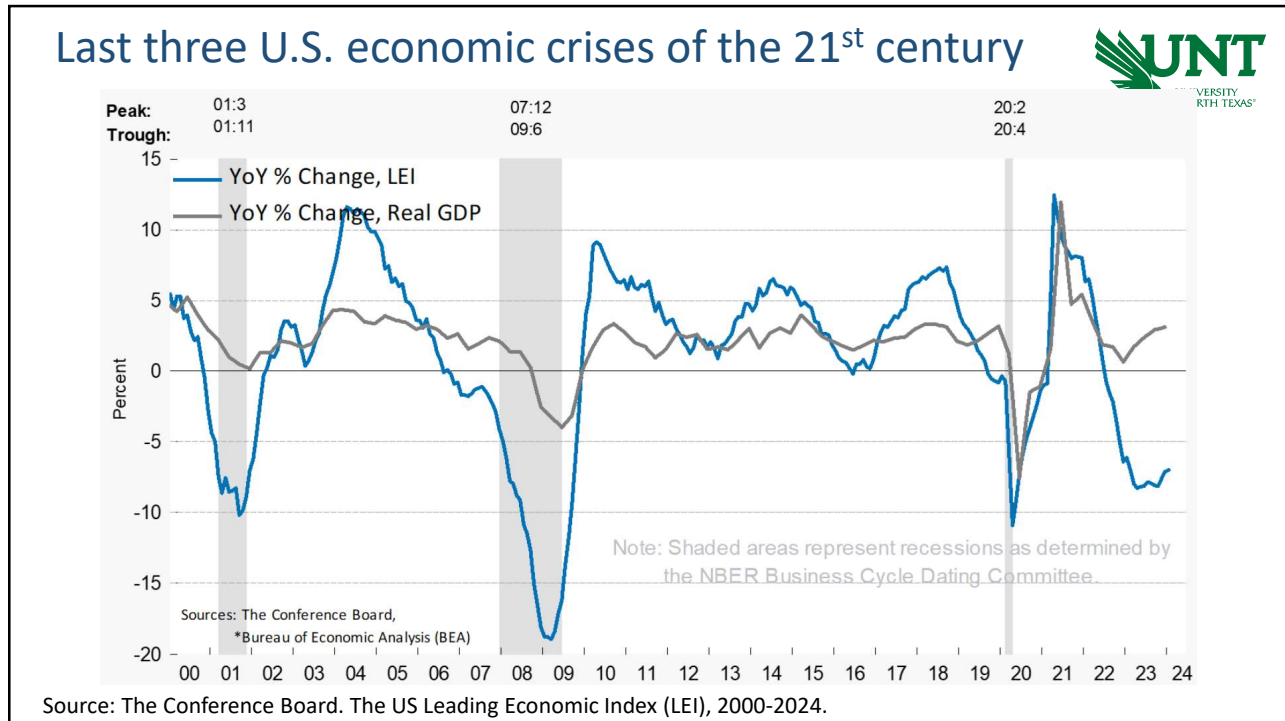
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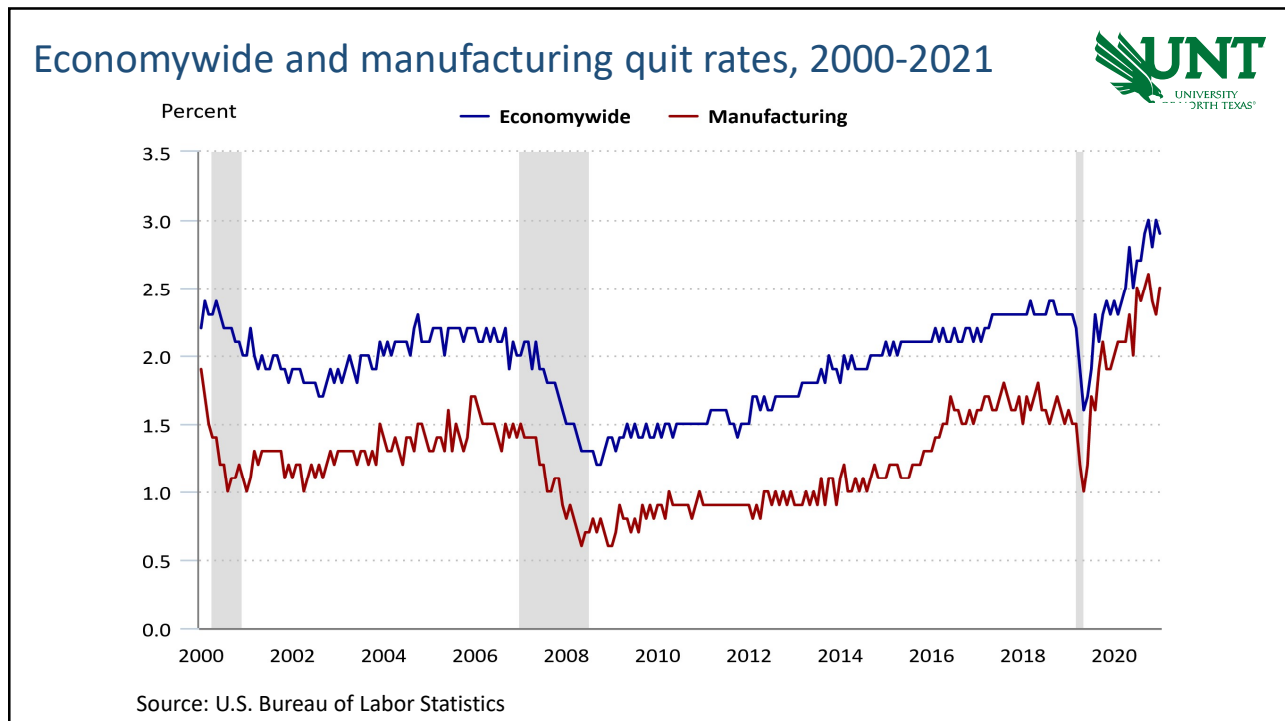
Introduction

- Economic crises have brought high turnover rates across industries in the United States.
- American higher education institutions have not been immune from national employment patterns.
- COVID-19 pandemic made people think about their own safety and short and long-term plans.
- Although academic and non-academic staff are crucial for student success, this study only focuses on the full-time faculty of four-year higher education institutions.

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.The father of the “Great Resignation” term



Anthony Klotz, a former professor of business administration at Texas A&M University, used the term for the first time in May 2021, during an interview with Bloomberg.



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Differences between universities and industries



Variable	Universities	Industries
Cultural		
Mission	Reputation	Profit
Objectives	Basic research for publications	Applied research for economic results
Motivation	Disclosure of research results academic career and recognition	Protect research results for competitive advantage and financial returns
Institutional		
Reward system	Based on peer recognition and reputation	Based on financial returns
Organization of work	Academic scientists enjoy a high level of freedom vs lower wages	Industrial researchers enjoy a low level of freedom vs higher wages
Number of companies and universities in 1928	30 top universities still exist and some still the best.	30 companies listed in Dow Jones that year no longer in the list.
Operational		
Perspectives	Time (projection)	Urgency (time pressure)
Language	Abstract, ambiguous and complex	Goal-oriented and concise

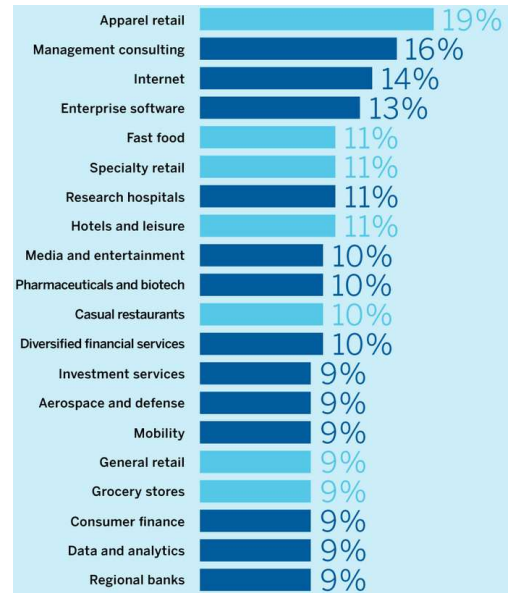
James W. Dean, Deborah Y. Clarke. (2019). How Are Businesses and Universities Different? How Are They Similar?
Villani, Elisa. (2014). How External Support May Mitigate the Barriers to University-Industry Collaboration.

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How did great resignation impact industries?



While turnover rates vary for certain industries, the attrition rate was high from April to September 2021.



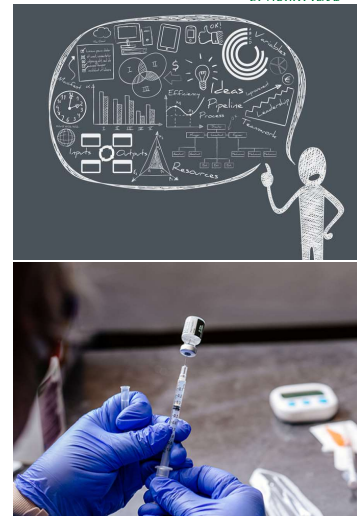
Industry Average Attrition Rate in the Great Resignation from April through September 2021. The industries with the highest percentage of blue-collar workers are noted in light blue. Donald Sull, Charles Sull, and Ben Zweig January 11, 2022. MIT Sloan Management Review.

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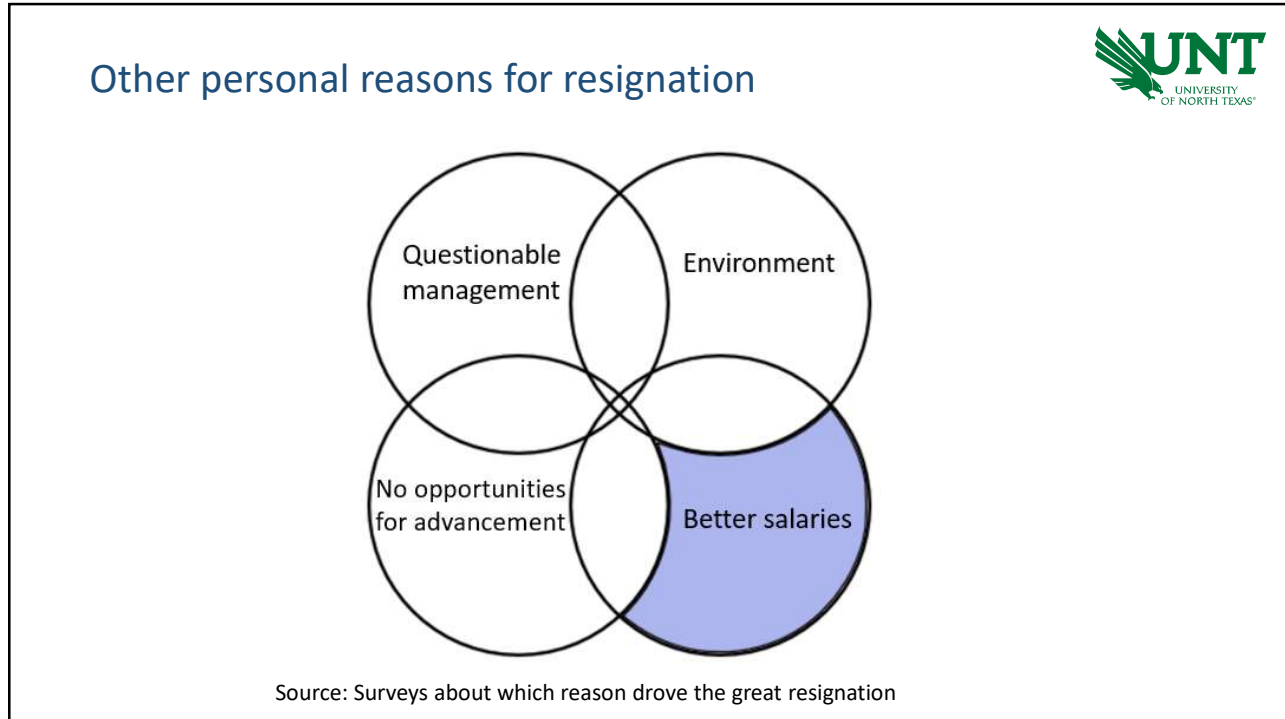
Reasons for resignation related to COVID-19



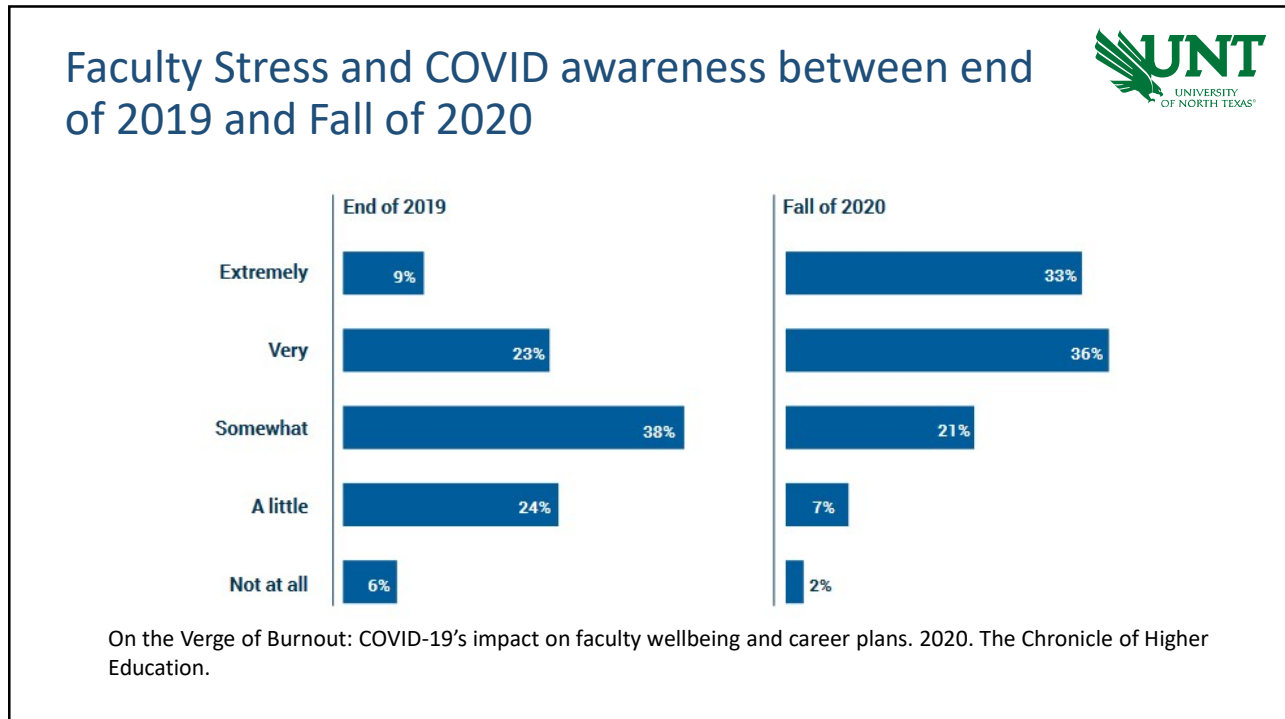
- End of lockdowns and increase of contagion risk
- Personal safety and short and long-term goals
- The stimulus coming for eligibility
- Unemployment insurance benefits
- Increase in food assistance



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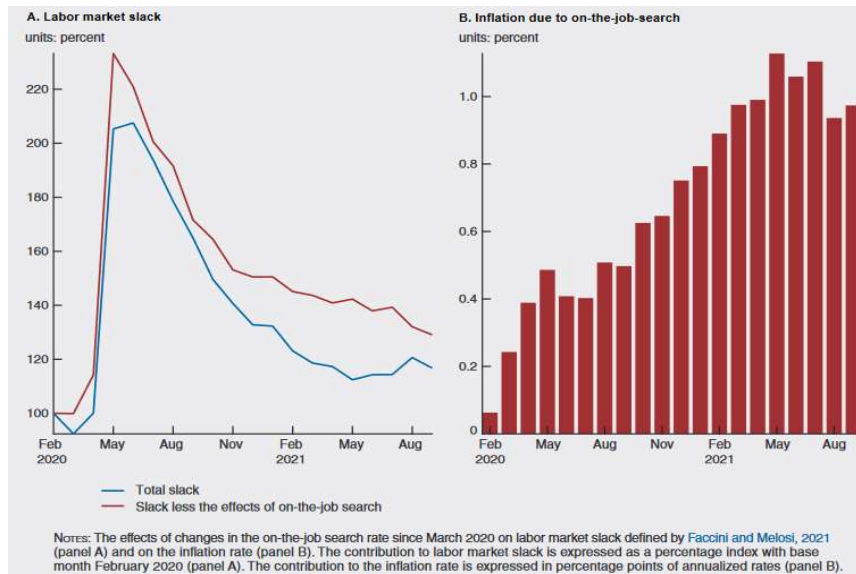


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Effects of the Great Resignation for the economy: Inflation



Source: Renato Faccini's calculations based on UE and EE flow rates from the U.S. Bureau of Labor Statistics.

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Effects of resignation/high turnover for universities



- **Increase of visible and invisible costs**
 - Resignation of faculty members and administrators creates an anticipated and additional institutional expenses such as onboarding of the new employees.
 - Negative impacts on organizational reputation.
- **Negatively impact the student experience**
 - Disruption to the enrolled students.
 - Changes on the faculty-student ratios.
- **Make it difficult to pursue long-term goals**
 - Historically underserved student populations, relies upon relationships between staff leading initiatives, other institutional stakeholders which disrupt the students' expectancies about the future.



Source: Michael Fried. The Great Resignation and Higher Education Employees. 2023. ITHAKA S+R.

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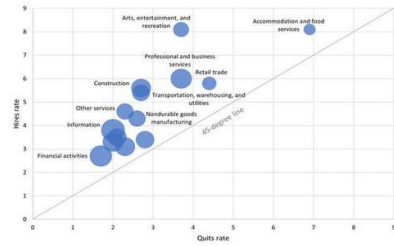
Great Resignation or Great Upgrade?



Bharat Ramamurti
@BharatRamamurti · Follow

Workers are quitting to go take new, better-paying jobs. It's not the Great Resignation -- it's the Great Upgrade. And it's exactly the kind of economy @POTUS said he wanted to help build.

Hires are greater than quits in all sectors while lower wage sectors experience higher levels of quits and hires
Hires and quits rates by major sector, November 2021



Notes: The private-sector hourly wage rates correspond with the size of the bubbles (the smaller the bubble, the lower the wage rate). The 45-degree line represents where hires rates are equal to quits

11:21 AM · Jan 10, 2022



Bharat Ramamurti (2022), Deputy Director for the White House National Economic Council.

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Analysis of how states performed in enrollment during the pandemic



State	2017	2018	2019	2020	2021	2022	%Δ 2017-2018	%Δ 2018-2019	%Δ 2019-2020	%Δ 2020-2021	%Δ 2021-2022
California	1,018,201	1,021,445	1,023,865	1,000,051	994,403	987,314	0.3%	0.2%	-2.3%	-0.6%	-0.7%
Florida	770,419	777,532	775,548	743,644	721,241	735,126	0.9%	-0.3%	-4.1%	-3.0%	1.9%
New York	406,437	409,539	407,753	403,889	384,589	366,798	0.8%	-0.4%	-0.9%	-4.8%	-4.6%
Michigan	327,750	322,617	314,930	298,945	291,226	283,594	-1.6%	-2.4%	-5.1%	-2.6%	-2.6%
Washington	282,316	286,086	285,743	265,619	256,342	249,193	1.3%	-0.1%	-7.0%	-3.5%	-2.8%
Pennsylvania	277,538	271,256	270,817	264,633	257,079	249,985	-2.3%	-0.2%	-2.3%	-2.9%	-2.8%
Indiana	226,076	224,134	259,961	259,251	257,901	259,084	-0.9%	16.0%	-0.3%	-0.5%	0.5%
Colorado	216,287	243,288	266,377	254,768	252,875	253,293	12.5%	9.5%	-4.4%	-0.7%	0.2%
New Jersey	187,735	189,539	189,641	188,515	182,678	180,199	1.0%	0.1%	-0.6%	-3.1%	-1.4%
Maryland	188,990	190,724	186,028	183,916	179,399	177,693	0.9%	-2.5%	-1.1%	-2.5%	-1.0%
Wisconsin	189,523	186,632	181,801	177,766	175,074	173,965	-1.5%	-2.6%	-2.2%	-1.5%	-0.6%
Missouri	148,708	146,372	143,410	137,507	136,986	147,805	-1.6%	-2.0%	-4.1%	-0.4%	7.9%
South Carolina	114,569	115,686	128,033	127,301	127,555	130,067	1.0%	10.7%	-0.6%	0.2%	2.0%
Minnesota	132,119	128,973	127,297	125,436	121,658	123,372	-2.4%	-1.3%	-1.5%	-3.0%	1.4%
Massachusetts	125,770	124,447	123,766	120,561	117,399	117,502	-1.1%	-0.5%	-2.6%	-2.6%	0.1%
Oklahoma	117,916	116,267	114,005	112,646	110,138	110,204	-1.4%	-1.9%	-1.2%	-2.2%	0.1%
Nevada	97,144	108,658	110,560	106,634	105,255	104,105	11.9%	1.8%	-3.6%	-1.3%	-1.1%
Oregon	104,604	103,375	103,287	99,983	99,483	99,747	-1.2%	-0.1%	-3.2%	-0.5%	0.3%
Kansas	100,731	100,937	100,117	96,467	94,495	92,964	0.2%	-0.8%	-3.6%	-2.0%	-1.6%
Arkansas	100,055	98,714	96,891	93,227	91,875	98,455	-1.3%	-1.8%	-3.8%	-1.5%	7.2%
Mississippi	80,730	78,558	77,228	76,492	75,857	75,088	-2.7%	-1.7%	-1.0%	-0.8%	-1.0%
Iowa	80,020	109,809	75,089	71,647	69,834	68,929	37.2%	-31.6%	-4.6%	-2.5%	-1.3%
Connecticut	67,754	67,691	66,586	65,232	62,375	61,591	-0.1%	-1.6%	-2.0%	-4.4%	-1.3%
West Virginia	67,191	65,121	65,087	62,248	59,389	58,656	-3.1%	-0.1%	-4.4%	-4.6%	-1.2%
Idaho	52,432	53,392	61,581	57,803	60,869	61,765	1.8%	15.3%	-6.1%	5.3%	1.5%
New Mexico	58,353	55,908	54,098	52,440	51,666	52,447	-4.2%	-3.2%	-3.1%	-1.5%	1.5%
Puerto Rico	60,366	56,873	54,023	51,606	48,157	44,135	-5.8%	-5.0%	-4.5%	-6.7%	-8.4%
Delaware	42,321	42,601	42,236	41,307	41,598	41,591	0.7%	-0.9%	-2.2%	0.7%	0.0%
North Dakota	40,368	39,204	38,333	37,790	37,334	37,349	-2.9%	-2.2%	-1.4%	-1.2%	0.0%
South Dakota	37,897	37,034	36,365	35,253	35,675	35,593	-2.3%	-1.8%	-3.1%	1.2%	-0.2%
Montana	38,116	36,977	36,748	35,204	36,276	35,897	-3.0%	-0.6%	-4.2%	3.0%	-1.0%
Maine	30,040	31,720	30,980	30,621	30,948	30,051	5.6%	-2.3%	-1.2%	1.1%	-2.9%
New Hampshire	27,308	26,950	26,033	25,087	24,238	23,307	-1.3%	-3.4%	-3.6%	-3.4%	-3.8%
Rhode Island	26,260	25,543	24,988	24,721	23,842	23,260	-2.7%	-2.2%	-1.1%	-3.6%	-2.4%
Alaska	25,850	24,649	22,328	21,068	19,936	19,173	-4.6%	-9.4%	-5.6%	-5.4%	-3.8%
Vermont	19,796	19,819	20,027	19,022	19,393	19,644	0.1%	1.0%	-5.0%	2.0%	1.3%
District of Colum	4,529	4,500	4,452	3,946	3,476	3,577	-0.6%	-1.1%	-11.4%	-11.9%	2.9%

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How states performed during the pandemic – Faculty Changes



State	2017	2018	2019	2020	2021	2022	%Δ 2017-2018	%Δ 2018-2019	%Δ 2019-2020	%Δ 2020-2021	%Δ 2021-2022
California	34,363	34,944	36,101	36,435	36,495	37,663	1.7%	3.3%	0.9%	0.2%	3.2%
Florida	17,442	18,101	18,409	18,310	18,326	18,687	3.8%	1.7%	-0.5%	0.1%	2.0%
New York	16,173	16,347	16,495	16,352	16,094	16,256	1.1%	0.9%	-0.9%	-1.6%	1.0%
Michigan	18,160	18,295	18,307	17,687	17,458	17,488	0.7%	0.1%	-3.4%	-1.3%	0.2%
Washington	10,446	10,912	11,076	11,312	11,765	11,922	4.5%	1.5%	2.1%	4.0%	1.3%
Pennsylvania	16,867	17,347	17,355	17,057	16,869	16,696	2.8%	0.0%	-1.7%	-1.1%	-1.0%
Indiana	9,802	10,361	10,629	10,516	10,582	10,913	5.7%	2.6%	-1.1%	0.6%	3.1%
Colorado	10,486	11,063	11,747	11,896	12,029	12,334	5.5%	6.2%	1.3%	1.1%	2.5%
New Jersey	7,750	7,993	8,167	8,111	8,088	7,984	3.1%	2.2%	-0.7%	-0.3%	-1.3%
Maryland	7,545	7,605	7,691	7,707	7,622	7,651	0.8%	1.1%	0.2%	-1.1%	0.4%
Wisconsin	8,653	8,653	8,678	8,635	8,547	8,472	0.0%	0.3%	-0.5%	-1.0%	-0.9%
Missouri	6,090	5,993	5,892	5,795	5,608	5,780	-1.6%	-1.7%	-1.6%	-3.2%	3.1%
South Carolina	5,572	5,635	6,057	6,061	6,047	6,133	1.1%	7.5%	0.1%	-0.2%	1.4%
Minnesota	6,055	6,141	6,137	6,126	6,145	6,071	1.4%	-0.1%	-0.2%	0.3%	-1.2%
Massachusetts	6,271	6,279	6,282	6,201	6,238	6,250	0.1%	0.0%	-1.3%	0.6%	0.2%
Oklahoma	5,650	5,791	5,907	5,960	5,588	5,619	2.5%	2.0%	0.9%	-6.2%	0.6%
Nevada	2,710	2,900	3,034	2,993	2,994	3,033	7.0%	4.6%	-1.4%	0.0%	1.3%
Oregon	5,655	5,680	5,709	5,527	5,361	5,381	0.4%	0.5%	-3.2%	-3.0%	0.4%
Kansas	5,095	5,163	5,181	5,131	5,032	5,078	1.3%	0.3%	-1.0%	-1.9%	0.9%
Arkansas	4,194	4,215	4,143	4,130	4,060	4,673	0.5%	-1.7%	-0.3%	-1.7%	15.1%
Mississippi	4,358	4,322	4,403	4,337	4,283	4,331	-0.8%	1.9%	-1.5%	-1.2%	1.1%
Iowa	4,520	4,494	4,507	4,465	4,434	4,314	-0.6%	0.3%	-0.9%	-0.7%	-2.7%
Connecticut	3,408	3,385	3,369	3,484	3,484	3,371	-0.7%	-0.5%	3.4%	0.0%	-3.2%
West Virginia	3,240	3,234	3,261	3,204	3,196	3,204	-0.2%	0.8%	-1.7%	-0.2%	0.3%
Idaho	2,110	2,146	2,313	2,234	2,203	2,239	1.7%	7.8%	-3.4%	-1.4%	1.6%
New Mexico	3,075	3,050	3,029	3,260	3,237	3,249	-0.8%	-0.7%	7.6%	-0.7%	0.4%
Puerto Rico	3,181	3,152	2,830	2,725	2,729	2,638	-0.9%	-10.2%	-3.7%	0.1%	-3.3%
Delaware	1,803	1,864	1,873	1,874	1,839	1,853	3.4%	0.5%	0.1%	-1.9%	0.8%
North Dakota	1,800	1,789	1,764	1,745	1,727	1,725	-0.6%	-1.4%	-1.1%	-1.0%	-0.1%
South Dakota	1,520	1,516	1,514	1,474	1,450	1,431	-0.3%	-0.1%	-2.6%	-1.6%	-1.3%
Montana	1,562	1,510	1,707	1,642	1,507	1,497	-3.3%	13.0%	-3.8%	-8.2%	-0.7%
Maine	1,117	1,202	1,211	1,189	1,178	1,178	7.6%	0.7%	-1.8%	-0.9%	0.0%
New Hampshire	1,117	1,098	1,202	1,175	1,066	1,074	-1.7%	9.5%	-2.2%	-9.3%	0.8%
Rhode Island	1,092	1,095	1,095	1,091	1,061	1,067	0.3%	0.0%	-0.4%	-2.7%	0.6%
Alaska	963	945	893	800	770	780	-1.9%	-5.5%	-10.4%	-3.8%	1.3%
Vermont	1,458	1,423	1,466	955	962	964	-2.4%	3.0%	-34.9%	0.7%	0.2%
District of Columbia	231	229	227	235	202	227	-0.9%	-0.9%	3.5%	-14.0%	12.4%

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Analysis of how states performed in enrollment during the pandemic



State	2017	2018	2019	2020	2021	2022	%Δ 2017-2018	%Δ 2018-2019	%Δ 2019-2020	%Δ 2020-2021	%Δ 2021-2022
Texas	737,555	785,560	842,053	1,032,697	1,042,675	1,052,515	6.5%	7.2%	22.6%	1.0%	0.9%
Ohio	327,376	334,885	368,066	375,973	366,695	357,065	2.3%	9.9%	2.1%	-2.5%	-2.6%
Georgia	314,455	318,412	322,864	331,210	331,444	324,997	1.3%	1.4%	2.6%	0.1%	-1.9%
North Carolina	232,872	237,460	240,457	242,960	244,973	240,072	2.0%	1.3%	1.0%	0.8%	-2.0%
Virginia	219,882	220,817	223,945	224,148	222,358	221,726	0.4%	1.4%	0.1%	-0.8%	-0.3%
Arizona	180,262	188,360	197,135	205,719	214,029	221,657	4.5%	4.7%	4.4%	4.0%	3.6%
Illinois	184,631	181,814	181,128	182,587	184,757	183,819	-1.5%	-0.4%	0.8%	1.2%	-0.5%
Alabama	173,335	174,857	174,881	175,646	174,740	174,624	0.9%	0.0%	0.4%	-0.5%	-0.1%
Utah	150,414	154,793	159,834	161,729	164,909	168,573	2.9%	3.3%	1.2%	2.0%	2.2%
Louisiana	143,905	145,708	147,078	151,982	148,915	145,881	1.3%	0.9%	3.3%	-2.0%	-2.0%
Tennessee	136,810	137,180	138,509	138,647	137,124	139,961	0.3%	1.0%	0.1%	-1.1%	2.1%
Kentucky	124,710	122,065	121,268	121,433	119,918	120,194	-2.1%	-0.7%	0.1%	-1.2%	0.2%
Nebraska	60,740	60,365	59,283	59,358	58,681	57,396	-0.6%	-1.8%	0.1%	-1.1%	-2.2%
Hawaii	27,535	27,336	26,903	27,294	28,073	27,436	-0.7%	-1.6%	1.5%	2.9%	-2.3%
Wyoming	12,397	12,450	12,249	17,422	21,012	20,607	0.4%	-1.6%	42.2%	20.6%	-1.9%

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How states performed during the pandemic – Faculty changes



State	2017	2018	2019	2020	2021	2022	%Δ 2017-2018	%Δ 2018-2019	%Δ 2019-2020	%Δ 2020-2021	%Δ 2021-2022
Texas	30,672	31,995	33,276	36,150	36,536	36,859	4.3%	4.0%	8.6%	1.1%	0.9%
Ohio	14,474	14,672	15,314	15,023	15,105	15,315	1.4%	4.4%	-1.9%	0.5%	1.4%
Georgia	12,319	12,384	12,502	12,397	12,394	12,357	0.5%	1.0%	-0.8%	0.0%	-0.3%
North Carolina	11,181	11,387	11,435	11,557	11,414	11,435	1.8%	0.4%	1.1%	-1.2%	0.2%
Virginia	12,412	12,684	13,083	13,055	13,013	13,067	2.2%	3.1%	-0.2%	-0.3%	0.4%
Arizona	6,926	7,284	7,482	7,318	7,569	7,812	5.2%	2.7%	-2.2%	3.4%	3.2%
Illinois	9,524	9,520	9,568	9,714	9,681	9,616	0.0%	0.5%	1.5%	-0.3%	-0.7%
Alabama	8,384	8,603	8,831	8,784	8,843	8,985	2.6%	2.7%	-0.5%	0.7%	1.6%
Utah	4,602	5,094	5,377	5,435	5,510	5,624	10.7%	5.6%	1.1%	1.4%	2.1%
Louisiana	6,012	6,226	6,297	6,265	6,330	6,312	3.6%	1.1%	-0.5%	1.0%	-0.3%
Tennessee	7,285	7,378	7,507	7,613	7,537	7,644	1.3%	1.7%	1.4%	-1.0%	1.4%
Kentucky	6,365	6,243	6,200	5,528	5,500	5,458	-1.9%	-0.7%	-10.8%	-0.5%	-0.8%
Nebraska	2,920	2,890	2,977	3,034	3,118	3,144	-1.0%	3.0%	1.9%	2.8%	0.8%
Hawaii	1,540	1,522	1,514	1,478	1,403	1,390	-1.2%	-0.5%	-2.4%	-5.1%	-0.9%
Wyoming	723	730	721	899	1,002	1,005	1.0%	-1.2%	24.7%	11.5%	0.3%

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Universities in Texas which experienced a decline in fall enrollment for 2019-2020



University	2017	2018	2019	2020	2021	2022	%Δ 2017-2018	%Δ 2018-2019	%Δ 2019-2020	%Δ 2020-2021	%Δ 2021-2022
The University of Texas at Austin	51,525	51,832	51,090	50,476	51,991	52,384	0.6%	-1.4%	-1.2%	3.0%	0.8%
The University of Texas at Arlington	46,497	47,899	48,635	48,072	45,949	43,946	3.0%	1.5%	-1.2%	-4.4%	-4.4%
Texas State University	38,666	38,644	38,187	37,812	37,864	38,171	-0.1%	-1.2%	-1.0%	0.1%	0.8%
The University of Texas at Dallas	27,642	28,755	29,543	28,669	29,696	31,570	4.0%	2.7%	-3.0%	3.6%	6.3%
The University of Texas at El Paso	25,078	25,151	25,177	24,879	24,003	23,880	0.3%	0.1%	-1.2%	-3.5%	-0.5%
Stephen F Austin State University	12,614	13,144	12,969	12,620	12,000	11,327	4.2%	-1.3%	-2.7%	-4.9%	-5.6%
Texas A & M University-Corpus Christi	12,236	11,929	11,452	10,820	10,762	10,778	-2.5%	-4.0%	-5.5%	-0.5%	0.1%
University of Houston-Clear Lake	8,542	8,961	9,082	9,053	9,279	8,562	4.9%	1.4%	-0.3%	2.5%	-7.7%
Texas Southern University	10,237	9,732	9,034	7,015	7,524	8,632	-4.9%	-7.2%	-22.3%	7.3%	14.7%
Texas A & M University-Kingsville	8,674	8,541	7,479	6,932	6,405	6,092	-1.5%	-12.4%	-7.3%	-7.6%	-4.9%
Midwestern State University	6,080	6,102	5,969	5,860	5,797	5,784	0.4%	-2.2%	-1.8%	-1.1%	-0.2%
Texas Tech University Health Sciences Center	5,453	5,083	5,294	5,274	5,378	5,136	-6.8%	4.2%	-0.4%	2.0%	-4.5%
University of North Texas at Dallas	3,509	3,757	4,209	4,164	4,120	3,685	7.1%	12.0%	-1.1%	-1.1%	-10.6%
Sul Ross State University	2,946	2,739	2,406	2,345	2,100	1,987	-7.0%	-12.2%	-2.5%	-10.4%	-5.4%
Texas A & M University-Central Texas	2,575	2,464	2,440	2,339	2,219	2,198	-4.3%	-1.0%	-4.1%	-5.1%	-0.9%
University of Texas Southwestern Medical Center	2,238	2,266	2,299	2,299	2,308	2,354	1.3%	1.5%	0.0%	0.4%	2.0%
The University of Texas MD Anderson Cancer Center	357	376	376	358	358	364	5.3%	0.0%	-4.8%	0.0%	1.7%

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Universities in Texas which experienced a decline in fall enrollment for 2019-2020, but not necessarily in full-time faculty



University	2017	2018	2019	2020	2021	2022	%Δ 2017-2018	%Δ 2018-2019	%Δ 2019-2020	%Δ 2020-2021	%Δ 2021-2022
The University of Texas at Austin	2637	2906	2700	2801	2861	2848	10.2%	-7.1%	3.7%	2.1%	-0.5%
The University of Texas at Arlington	958	1004	1091	1093	1061	1067	4.8%	8.7%	0.2%	-2.9%	0.6%
Texas State University	1302	1339	1346	1298	1279	1299	2.8%	0.5%	-3.6%	-1.5%	1.6%
The University of Texas at Dallas	863	873	898	908	903	914	1.2%	2.9%	1.1%	-0.6%	1.2%
The University of Texas at El Paso	767	780	774	765	745	776	1.7%	-0.8%	-1.2%	-2.6%	4.2%
Stephen F Austin State University	524	532	535	530	475	490	1.5%	0.6%	-0.9%	-10.4%	3.2%
Texas A & M University-Corpus Christi	434	438	431	421	410	411	0.9%	-1.6%	-2.3%	-2.6%	0.2%
University of Houston-Clear Lake	303	287	279	278	278	288	-5.3%	-2.8%	-0.4%	0.0%	3.6%
Texas Southern University	418	430	433	396	407	370	2.9%	0.7%	-8.5%	2.8%	-9.1%
Texas A & M University-Kingsville	382	330	406	341	314	304	-13.6%	23.0%	-16.0%	-7.9%	-3.2%
Midwestern State University	240	232	241	233	229	234	-3.3%	3.9%	-3.3%	-1.7%	2.2%
Texas Tech University Health Sciences Center	998	732	746	744	728	751	-26.7%	1.9%	-0.3%	-2.2%	3.2%
University of North Texas at Dallas	95	103	121	126	135	134	8.4%	17.5%	4.1%	7.1%	-0.7%
Sul Ross State University	114	103	109	108	84	81	-9.6%	5.8%	-0.9%	-22.2%	-3.6%
Texas A & M University-Central Texas	95	90	87	94	88	91	-5.3%	-3.3%	8.0%	-6.4%	3.4%
University of Texas Southwestern Medical Center	1755	1602	1725	1905	1908	1767	-8.7%	7.7%	10.4%	0.2%	-7.4%
The University of Texas MD Anderson Cancer Center	18	23	23	22	20	22	27.8%	0.0%	-4.3%	-9.1%	10.0%

Note: The IPEDS data available does not include the turnover rate for faculty, only totals through the years.

Median Turnover Rates of HR Staff, All Staff, and Faculty



Source: College and University Professional Association (CUPA). (2020).

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Universities in Texas which experienced a growth in fall enrollment for 2019-2020



University	2017	2018	2019	2020	2021	2022	%Δ 2017-2018	%Δ 2018-2019	%Δ 2019-2020	%Δ 2020-2021	%Δ 2021-2022
Texas A & M University-College Station	67,929	68,679	68,726	70,418	72,530	74,014	1.1%	0.1%	2.5%	3.0%	2.0%
University of Houston	45,364	46,324	46,148	47,090	47,031	46,700	2.1%	-0.4%	2.0%	-0.1%	-0.7%
University of North Texas	38,276	38,241	39,336	40,953	42,441	44,767	-0.1%	2.9%	4.1%	3.6%	5.5%
Texas Tech University	36,996	38,209	38,742	40,322	40,542	40,378	3.3%	1.4%	4.1%	0.5%	-0.4%
The University of Texas at San Antonio	30,768	32,264	32,594	34,742	34,734	34,393	4.9%	1.0%	6.6%	0.0%	-1.0%
The University of Texas Rio Grande Valley	27,809	28,644	29,113	32,441	31,940	31,559	3.0%	1.6%	11.4%	-1.5%	-1.2%
Sam Houston State University	20,938	21,213	21,558	21,912	21,612	21,480	1.3%	1.6%	1.6%	-1.4%	-0.6%
Lamar University	14,506	14,783	15,460	16,637	16,320	16,803	1.9%	4.6%	7.6%	-1.9%	3.0%
Texas Woman's University	15,473	15,518	15,886	16,433	16,338	15,958	0.3%	2.4%	3.4%	-0.6%	-2.3%
University of Houston-Downtown	13,919	14,265	14,640	15,239	15,077	14,208	2.5%	2.6%	4.1%	-1.1%	-5.8%
Tarleton State University	13,019	13,109	13,166	14,016	13,995	14,092	0.7%	0.4%	6.5%	-0.1%	0.7%
Texas A & M University-Commerce	13,244	12,411	12,109	12,249	11,504	11,306	-6.3%	-2.4%	1.2%	-6.1%	-1.7%
Angelo State University	10,417	10,387	10,568	10,775	10,826	10,599	-0.3%	1.7%	2.0%	0.5%	-2.1%
West Texas A & M University	10,060	10,029	9,970	10,036	9,602	9,242	-0.3%	-0.6%	0.7%	-4.3%	-3.7%
The University of Texas at Tyler	10,402	10,206	9,617	9,781	9,687	9,322	-1.9%	-5.8%	1.7%	-1.0%	-3.8%
Prairie View A & M University	9,219	9,516	8,940	9,248	9,400	9,056	3.2%	-6.1%	3.4%	1.6%	-3.7%
Texas A & M International University	7,640	7,884	8,305	8,525	8,455	8,505	3.2%	5.3%	2.6%	-0.8%	0.6%
Texas A&M University-San Antonio	6,346	6,557	6,710	6,759	6,893	7,309	3.3%	2.3%	0.7%	2.0%	6.0%
The University of Texas Health Science Center at Houston	5,242	5,335	5,317	5,608	5,796	5,354	1.8%	-0.3%	5.5%	3.4%	-7.6%
The University of Texas Medical Branch at Galveston	7,022	5,834	5,283	5,530	5,348	5,848	-16.9%	-9.4%	4.7%	0.1%	5.7%
University of Houston-Victoria	4,353	4,386	4,506	4,922	4,189	4,057	0.8%	2.7%	9.2%	-14.9%	-3.2%
The University of Texas Health Science Center at San Antonio	3,277	3,292	3,386	3,478	3,499	3,518	0.5%	2.9%	2.7%	0.6%	0.5%
The University of Texas Medical Branch at Galveston	3,302	3,343	3,354	3,458	3,484	3,361	1.2%	0.3%	3.1%	0.8%	-3.5%
University of North Texas Health Science Center	2,285	2,276	2,237	2,329	2,472	2,337	-0.4%	-1.7%	4.1%	6.1%	-5.5%
Texas A&M University-Tearkana	2,066	2,090	2,068	2,171	2,112	2,110	1.2%	-1.1%	5.0%	-2.7%	-0.1%
Texas Tech University Health Sciences Center-El Paso		730	765	775	785	855		4.8%	1.3%	1.3%	8.9%
University of Texas Health Science Center at Tyler	35	43	67	89			22.9%	55.8%	32.8%		

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Universities in Texas which experienced a growth in fall enrollment for 2019-2020, but not in full-time faculty



University	2017	2018	2019	2020	2021	2022	%Δ 2017-2018	%Δ 2018-2019	%Δ 2019-2020	%Δ 2020-2021	%Δ 2021-2022
Texas A & M University-College Station	3083	3205	3253	3299	3229	3137	4.0%	1.5%	1.4%	-2.1%	-2.8%
University of Houston	1459	1485	1523	1511	1535	1529	1.8%	2.6%	-0.8%	1.6%	-0.4%
University of North Texas	1115	1157	1162	1138	1192	1200	3.8%	0.4%	-2.1%	4.7%	0.7%
Texas Tech University	1573	1606	1690	1763	1455	1502	2.1%	5.2%	4.3%	-17.5%	3.2%
The University of Texas at San Antonio	876	941	959	958	998	1036	7.4%	1.9%	-0.1%	4.2%	3.8%
The University of Texas Rio Grande Valley	1174	1228	1273	1335	1332	1357	4.6%	3.7%	4.9%	-0.2%	1.9%
Sam Houston State University	767	778	781	804	823	823	1.4%	0.4%	2.9%	2.4%	0.0%
Lamar University	484	473	454	434	419	405	-2.3%	-4.0%	-4.4%	-3.5%	-3.3%
Texas Woman's University	456	469	457	452	444	458	2.9%	-2.6%	-1.1%	-1.8%	3.2%
University of Houston-Downtown	362	362	357	344	366	357	0.0%	-1.4%	-3.6%	6.4%	-2.5%
Tarleton State University	416	417	432	433	434	458	0.2%	3.6%	0.2%	0.2%	5.5%
Texas A & M University-Commerce	373	380	394	370	376	356	1.9%	3.7%	-6.1%	1.6%	-5.3%
Angelo State University	308	306	309	309	312	300	-0.6%	1.0%	0.0%	1.0%	-3.8%
West Texas A & M University	335	333	337	347	355	353	-0.6%	1.2%	3.0%	2.3%	-0.6%
The University of Texas at Tyler	341	337	347	358	413	430	-1.2%	3.0%	3.2%	15.4%	4.1%
Prairie View A & M University	410	403	423	432	424	435	-1.7%	5.0%	2.1%	-1.9%	2.6%
Texas A & M International University	218	213	226	232	249	243	-2.3%	6.1%	2.7%	7.3%	-2.4%
Texas A&M University-San Antonio	165	194	182	216	223	221	17.6%	-6.2%	18.7%	3.2%	-0.9%
The University of Texas Health Science Center at Houston	1770	1787	1761	1816	1914	1961	1.0%	-1.5%	3.1%	5.4%	2.5%
The University of Texas of the Permian Basin	132	139	173	166	184	166	5.3%	24.5%	-4.0%	10.8%	-9.8%
University of Houston-Victoria	133	121	132	127	132	124	-9.0%	9.1%	-3.8%	3.9%	-6.1%
The University of Texas Health Science Center at San Antonio	815	805	836	776	816	836	-1.2%	3.9%	-7.2%	5.2%	2.5%
The University of Texas Medical Branch at Galveston	413	596	562	582	617	636	44.3%	-5.7%	3.6%	6.0%	3.1%
University of North Texas Health Science Center	281	252	240	240	238	230	-10.3%	-4.8%	0.0%	-0.8%	-3.4%
Texas A&M University-Texarkana	81	86	86	93	96	100	6.2%	0.0%	8.1%	3.2%	4.2%
Texas Tech University Health Sciences Center-El Paso		276	287	286	306	292		4.0%	-0.3%	7.0%	-4.6%
University of Texas Health Science Center at Tyler	59	67	69	75			13.6%	3.0%	8.7%		

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UNT full-time faculty who left between 2017 and 2022




Rank	2017	2018	2019	2020	2021	2022	%Δ 2017-2018	%Δ 2018-2019	%Δ 2019-2020	%Δ 2020-2021	%Δ 2021-2022
Professor	30	51	63	42	54	60	70.0%	23.5%	-33.3%	28.6%	11.1%
Associate Professor	21	21	48	45	9	18	0.0%	128.6%	-6.3%	-80.0%	100.0%
Assistant Professor	9	33	42	9	45	21	266.7%	27.3%	-78.6%	400.0%	-53.3%
Professional Faculty (Non-Tenure Track)	45	53	77	44	54	72	17.8%	45.3%	-42.9%	22.7%	33.3%
Other		3				4					
Total	105	161	230	140	162	175	53.3%	42.9%	-39.1%	15.7%	8.0%


College	2017	2018	2019	2020	2021	2022	%Δ 2017-2018	%Δ 2018-2019	%Δ 2019-2020	%Δ 2020-2021	%Δ 2021-2022
College of Applied and Collaborative Studies		3	3					0.0%			
College of Education	6	30	42	27	18	34	400.0%	40.0%	-35.7%	-33.3%	88.9%
College of Engineering	9	9	30	9	9	9	0.0%	233.3%	-70.0%	0.0%	0.0%
College of Health & Public Service	9	3	12	9	9	3	-66.7%	300.0%	-25.0%	0.0%	-66.7%
College of Information	3	6	9	6	12	9	100.0%	50.0%	-33.3%	100.0%	-25.0%
College of Liberal Arts & Social Sciences	30	36	55	15	42	54	20.0%	52.8%	-72.7%	180.0%	28.6%
College of Merchandising & Hospitality		6	7			3		16.7%			
College of Music			9	9	12	9			0.0%	33.3%	-25.0%
College of Science	18	18	12	12	36	9	0.0%	-33.3%	0.0%	200.0%	-75.0%
College of Visual Arts & Design	21	15	12	21	9	21	-28.6%	-20.0%	75.0%	-57.1%	133.3%
G. Brint Ryan College of Business	9	29	39	29	12	12	222.2%	34.5%	-25.6%	-58.6%	0.0%
Honors College				3		3					
Not Applicable		6			3	9					200.0%
Toulouse Graduate School											
Total	105	161	230	140	162	175	53.3%	42.9%	-39.1%	15.7%	8.0%

Race/Ethnicity	2017	2018	2019	2020	2021	2022	%Δ 2017-2018	%Δ 2018-2019	%Δ 2019-2020	%Δ 2020-2021	%Δ 2021-2022
American Indian	3		6						-100.0%		
Asian	6	15	9	17	24	27	150.0%	-40.0%	88.9%	41.2%	12.5%
Black	12	9	20	12	18	19	-25.0%	122.2%	-40.0%	50.0%	5.6%
Hispanic	3	15	17	3	9	6	400.0%	13.3%	-82.4%	200.0%	-33.3%
International		9	9	3	15	3		0.0%	-66.7%	400.0%	-80.0%
Native Hawaiian											
Unknown		6	9			6		50.0%			
White	81	107	160	105	96	108	32.1%	49.5%	-34.4%	-8.6%	12.5%
Total	105	161	230	140	162	175	53.3%	42.9%	-39.1%	15.7%	8.0%

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Reasons that favor Texas student enrollment growth and probably reduce faculty turnover






Strong economy

Texas has the second economy among the states in terms of GDP




Diversified industry & services

Texas economy relies on a multi industry and services



Growing & young population

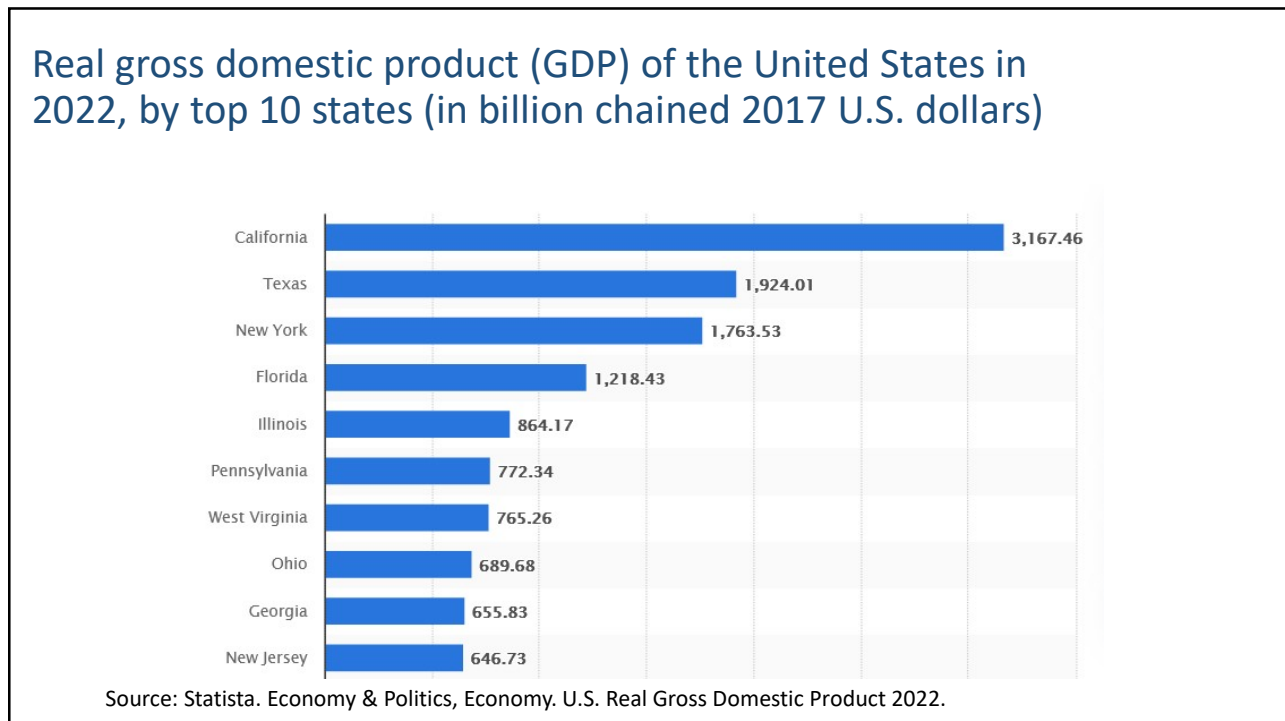
Specially Hispanic population is a driver of growth



Potential for education attainment

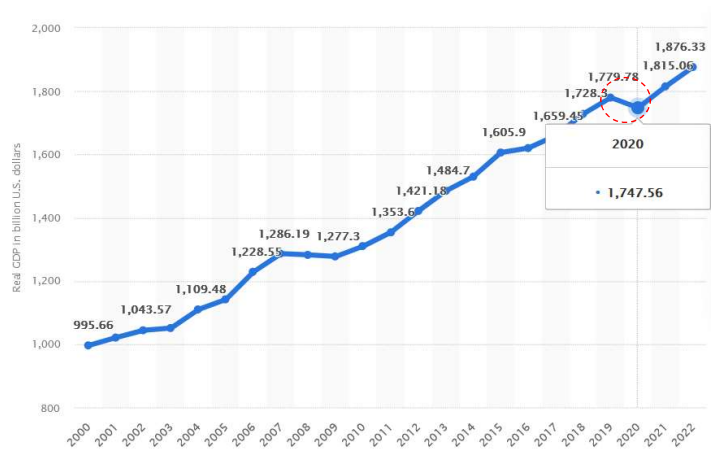
Texas holds a potential in terms of education industry

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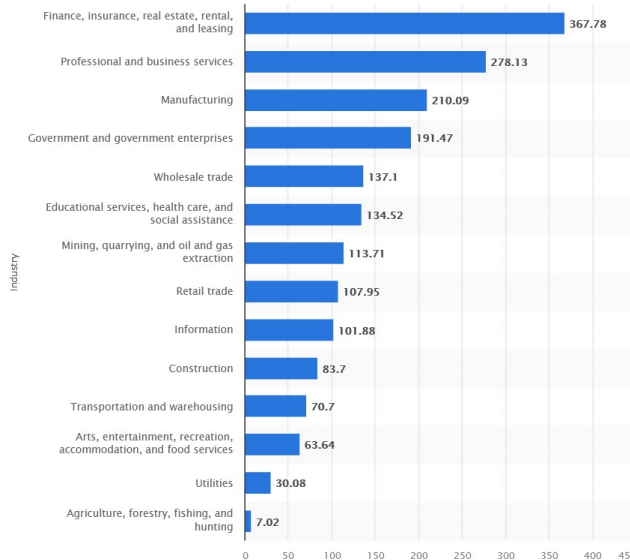
Real gross domestic product of Texas from 2000 to 2022 (in billion U.S. dollars)



Source: Statista. Economy & Politics, Economy. Real Gross Domestic Product of Texas from 2000 to 2022.

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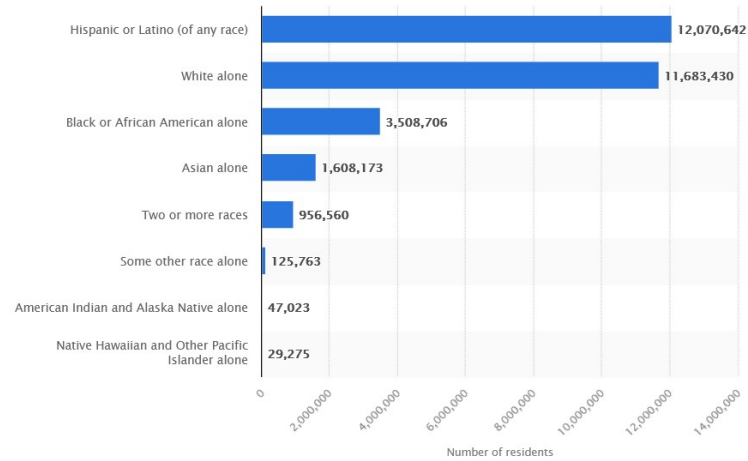
Real value added to the gross domestic product of Texas in the United States in 2022, by industry (in billion chained 2017 U.S. dollars)



Source: Statista. Economy & Politics, Economy. Real value added to the gross domestic product of Texas in the United States in 2022.

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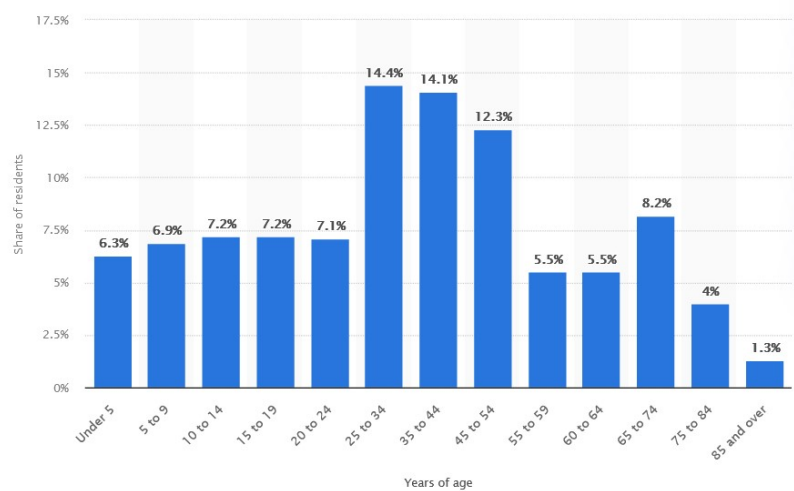
Resident population of Texas in the United States in 2022, by race and ethnicity



Source: Statista. Economy & Politics, Economy. Resident population of Texas in the United States in 2022, by race and ethnicity.

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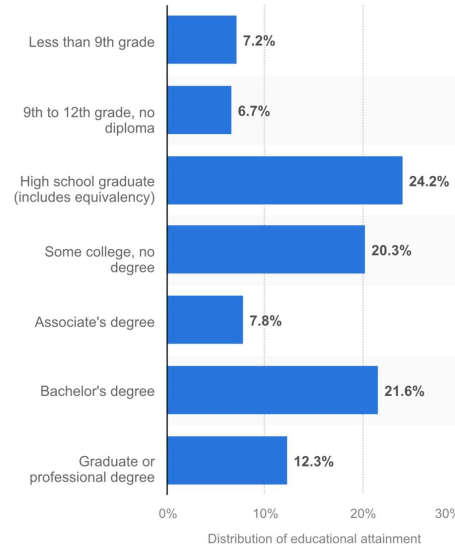
Distribution of resident population of Texas in the United States in 2022, by age group



Source: Statista. Economy & Politics, Economy. Distribution of resident population of Texas in the United States in 2022, by age group.

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Educational attainment in Texas in the United States in 2022



Source: Statista. Economy & Politics, Economy. Educational attainment in Texas in the United States in 2022.

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Are there ways to reduce resignations?



Culture/behavior

- Promoting flexibility
- Providing work-life balance
- Welcoming, inviting and inclusiveness
- Recognizing routinely
- Investing in people
- Listening to employees



Processes/systems

- For employment development-training-promotion
- For discussing careers opportunities
- For policies of onsite vs remote work
- For budgets which support employee growth
- For employee inclusion
- For employees feedback and interactions

Source: Midlands Technology College. 2022.

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Some risks to keep in mind for faculty retention and attract new faculty



Political climate

Texas is known for its political identification.



Racial climate

Although Hispanic population is growing at big pace, it is still considered a minority.



Recruiting challenges

Diminishing the tenure value reduce the attractiveness of Texas universities.



Academic freedom

Consequence of previous identified risks.

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Conclusions



- The Covid-19 epidemic had great influence on the economy and people's career.
- The Great Resignation reflects a more profound change in how workers value their bond to their jobs which depends on multiple internal and external factors.
- Some Texas universities have continued to thrive and outperform under economic crises and public health situations thanks to its comparative and competitive advantages which makes it less prone to have the same impact as other states.

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Questions?



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Thank You!



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