

## Appendix B – PhD Gap Analysis

The Doctoral Faculty Commission (DFC) projected the demand and supply of doctoral faculty in business to 2012. These projections are based on the middle case of the Department of Education projections of degrees awarded and assumptions about business education under three different scenarios: Best Case, Status Quo, and Worst Case.

Table B.1. Department of Education Projections

Year	Low			Middle			High		
	BACH	MAST	DOCT	BACH	MAST	DOCT	BACH	MAST	DOCT
2001	1,268,000	475,000	44,900	1,255,000	471,000	44,000	1,291,000	480,000	45,700
2002	1,282,000	468,000	44,900	1,259,000	451,000	43,700	1,298,000	486,000	46,100
2003	1,301,000	468,000	45,000	1,284,000	455,000	43,800	1,334,000	481,000	46,300
2004	1,322,000	467,000	45,000	1,289,000	457,000	43,500	1,335,000	477,000	46,700
2005	1,327,000	470,000	45,100	1,313,000	460,000	43,500	1,340,000	480,000	46,800
2006	1,343,000	473,000	45,400	1,329,000	463,000	43,800	1,356,000	483,000	46,900
2007	1,353,000	477,000	45,600	1,339,000	467,000	44,000	1,365,000	487,000	47,100
2008	1,368,000	480,000	45,800	1,354,000	470,000	44,100	1,381,000	490,000	47,300
2009	1,382,000	484,000	45,900	1,368,000	473,000	44,200	1,396,000	494,000	47,500
2010	1,397,000	488,000	46,100	1,382,000	477,000	44,400	1,410,000	498,000	47,700
2011	1,414,000	491,000	46,300	1,399,000	481,000	44,700	1,428,000	503,000	47,900
2012	1,437,000	501,000	46,800	1,423,000	491,000	45,100	1,437,000	511,000	48,400

Table B.2. Assumptions – Three Scenarios

Variable	Scenario		
	Best Case	Status Quo	Worst Case
Business share of total bachelors degrees	20.0%	21.0%	22.0%
Business share of total master's degrees	24.0%	25.0%	26.0%
Business share of total doctorate degrees	2.9%	2.7%	2.5%
Accredited institution share of business bachelors degrees	55.0%	56.0%	57.0%
Accredited institution share of business master's degrees	60.0%	62.0%	64.0%
Accredited institution share of business doctorate degrees	81.0%	83.0%	85.0%
Non-accredited institution share of business bachelors degrees	45.0%	44.0%	43.0%
Non-accredited institution share of business master's degrees	40.0%	38.0%	36.0%
Non-accredited institution share of business doctorate degrees	19.0%	17.0%	15.0%
Ratio of total degrees awarded to full-time faculty - Accredited institutions	11.0	10.0	9.0
Ratio of total degrees awarded to full-time faculty - non-accredited inst.	14.0	13.0	12.0
Percent of full-time faculty with doctoral degrees - Accredited inst.	80.0%	81.0%	82.0%
Percent of full-time faculty with doctoral degrees - non-accredited inst.	60.0%	62.0%	64.0%
Initial percent of doctorate faculty positions filled	99.0%	99.0%	98.5%
Percent of doctoral degree faculty retiring annually	2.0%	2.1%	2.5%
Percent of total doctorate degrees classified as research doctorates	80.0%	80.0%	80.0%
Percent of doctorate recipients entering academe	63.0%	62.0%	61.0%

Table B.3. Projections of Business Degrees Awarded – Best Case Scenario

Year	Business Total			Accredited			Non-Accredited		
	BACH	MAST	DOCT	BACH	MAST	DOCT	BACH	MAST	DOCT
2001	253,600	114,000	1,302	139,480	68,400	1,055	114,120	45,600	247
2002	256,400	112,320	1,302	141,020	67,392	1,055	115,380	44,928	247
2003	260,200	112,320	1,305	143,110	67,392	1,057	117,090	44,928	248
2004	264,400	112,080	1,305	145,420	67,248	1,057	118,980	44,832	248
2005	265,400	112,800	1,308	145,970	67,680	1,059	119,430	45,120	249
2006	268,600	113,520	1,317	147,730	68,112	1,066	120,870	45,408	250
2007	270,600	114,480	1,322	148,830	68,688	1,071	121,770	45,792	251
2008	273,600	115,200	1,328	150,480	69,120	1,076	123,120	46,080	252
2009	276,400	116,160	1,331	152,020	69,696	1,078	124,380	46,464	253
2010	279,400	117,120	1,337	153,670	70,272	1,083	125,730	46,848	254
2011	282,800	117,840	1,343	155,540	70,704	1,088	127,260	47,136	255
2012	287,400	120,240	1,357	158,070	72,144	1,099	129,330	48,096	258

Table B.4. Projections of Doctoral Faculty Gap – Best Case Scenario

Year	Projected Number of Full-Time Faculty Members		Projected Number of Full-Time Doctoral Faculty		Projected Doctoral Faculty Demand	Projected Actual Doctoral Faculty	Projected Number of Doctoral Faculty Retirements	Projected Number of New Academic Doctoral Faculty	Projected Gap
	Accred	NonAccred	Accred	NonAccred					
2001	18,994	11,426	15,195	6,856	22,051	21,830	437	656	-221
2002	19,042	11,468	15,234	6,881	22,115	22,050	441	656	-65
2003	19,233	11,590	15,386	6,954	22,340	22,265	445	658	-75
2004	19,430	11,719	15,544	7,031	22,575	22,478	450	658	-97
2005	19,519	11,771	15,615	7,063	22,678	22,686	454	659	8
2006	19,719	11,895	15,775	7,137	22,912	22,891	458	664	-21
2007	19,872	11,987	15,897	7,192	23,089	23,097	462	666	8
2008	20,061	12,104	16,049	7,262	23,311	23,302	466	669	-10
2009	20,254	12,221	16,203	7,333	23,536	23,505	470	671	-31
2010	20,457	12,345	16,365	7,407	23,773	23,706	474	674	-67
2011	20,667	12,475	16,533	7,485	24,018	23,906	478	677	-113
2012	21,028	12,692	16,823	7,615	24,438	24,104	482	684	-334
Total							5516	7992	

Table B.5. Projections of Business Degrees Awarded – Status Quo Scenario

Year	Business Total			Accredited			Non-Accredited		
	BACH	MAST	DOCT	BACH	MAST	DOCT	BACH	MAST	DOCT
2001	266,280	118,750	1,212	149,117	73,625	1,006	117,163	45,125	206
2002	269,220	117,000	1,212	150,763	72,540	1,006	118,457	44,460	206
2003	273,210	117,000	1,215	152,998	72,540	1,008	120,212	44,460	207
2004	277,620	116,750	1,215	155,467	72,385	1,008	122,153	44,365	207
2005	278,670	117,500	1,218	156,055	72,850	1,011	122,615	44,650	207
2006	282,030	118,250	1,226	157,937	73,315	1,017	124,093	44,935	208
2007	284,130	119,250	1,231	159,113	73,935	1,022	125,017	45,315	209
2008	287,280	120,000	1,237	160,877	74,400	1,026	126,403	45,600	210
2009	290,220	121,000	1,239	162,523	75,020	1,029	127,697	45,980	211
2010	293,370	122,000	1,245	164,287	75,640	1,033	129,083	46,360	212
2011	296,940	122,750	1,250	166,286	76,105	1,038	130,654	46,645	213
2012	301,770	125,250	1,264	168,991	77,655	1,049	132,779	47,595	215

Table B.6. Projections of Doctoral Faculty Gap – Status Quo Scenario

Year	Projected Number of Full-Time Faculty Members		Projected Number of Full-Time Doctoral Faculty		Projected Doctoral Faculty Demand	Projected Actual Doctoral Faculty	Projected Number of Doctoral Faculty Retirements	Projected Number of New Academic Doctoral Faculty	Projected Gap
	Accred	NonAccred	Accred	NonAccred					
2001	22,375	12,500	18,124	7,750	25,873	25,615	544	601	-259
2002	22,431	12,548	18,169	7,780	25,949	25,672	546	601	-277
2003	22,655	12,683	18,350	7,863	26,214	25,727	547	603	-486
2004	22,886	12,825	18,538	7,951	26,489	25,783	548	603	-706
2005	22,992	12,882	18,623	7,987	26,610	25,838	549	604	-772
2006	23,227	13,018	18,814	8,071	26,885	25,893	550	608	-992
2007	23,407	13,119	18,960	8,134	27,093	25,951	551	611	-1,142
2008	23,630	13,247	19,141	8,213	27,354	26,010	553	613	-1,344
2009	23,857	13,376	19,324	8,293	27,617	26,071	554	615	-1,547
2010	24,096	13,512	19,518	8,377	27,895	26,131	555	617	-1,764
2011	24,343	13,655	19,718	8,466	28,184	26,193	557	620	-1,990
2012	24,769	13,891	20,063	8,613	28,676	26,257	558	627	-2,419
Total							6,612	7,323	

Table B.7. Projections of Business Degrees Awarded – Worst Case Scenario

Year	Business Total			Accredited			Non-Accredited		
	BACH	MAST	DOCT	BACH	MAST	DOCT	BACH	MAST	DOCT
2001	278,960	123,500	1,123	159,007	79,040	954	119,953	44,460	168
2002	282,040	121,680	1,123	160,763	77,875	954	121,277	43,805	168
2003	286,220	121,680	1,125	163,145	77,875	956	123,075	43,805	169
2004	290,840	121,420	1,125	165,779	77,709	956	125,061	43,711	169
2005	291,940	122,200	1,128	166,406	78,208	958	125,534	43,992	169
2006	295,460	122,980	1,135	168,412	78,707	965	127,048	44,273	170
2007	297,660	124,020	1,140	169,666	79,373	969	127,994	44,647	171
2008	300,960	124,800	1,145	171,547	79,872	973	129,413	44,928	172
2009	304,040	125,840	1,148	173,303	80,538	975	130,737	45,302	172
2010	307,340	126,880	1,153	175,184	81,203	980	132,156	45,677	173
2011	311,080	127,660	1,158	177,316	81,702	984	133,764	45,958	174
2012	316,140	130,260	1,170	180,200	83,366	995	135,940	46,894	176

Table B.8. Projections of Doctoral Faculty Gap – Worst Case Scenario

Year	Projected Number of Full-Time Faculty Members		Projected Number of Full-Time Doctoral Faculty		Projected Doctoral Faculty Demand	Projected Actual Doctoral Faculty	Projected Number of Doctoral Faculty Retirements	Projected Number of New Academic Doctoral Faculty	Projected Gap
	Accred	NonAccred	Accred	NonAccred					
2001	26,556	13,715	21,776	8,778	30,553	30,095	752	548	-458
2002	26,621	13,771	21,830	8,813	30,643	29,890	747	548	-752
2003	26,886	13,921	22,047	8,909	30,956	29,691	742	549	-1,265
2004	27,160	14,078	22,272	9,010	31,282	29,498	737	549	-1,784
2005	27,286	14,141	22,374	9,050	31,425	29,309	733	550	-2,116
2006	27,565	14,291	22,603	9,146	31,749	29,127	728	554	-2,623
2007	27,779	14,401	22,779	9,217	31,995	28,952	724	556	-3,043
2008	28,044	14,543	22,996	9,307	32,303	28,785	720	559	-3,518
2009	28,313	14,684	23,217	9,398	32,615	28,624	716	560	-3,990
2010	28,596	14,834	23,449	9,494	32,943	28,468	712	562	-4,474
2011	28,889	14,991	23,689	9,594	33,283	28,319	708	565	-4,964
2012	29,396	15,251	24,104	9,760	33,865	28,176	704	571	-5,689
Total							8,723	6,671	