An examination of the job market for entrepreneurship faculty from 1989 to 2014

Todd A Finkle, Gonzaga University

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AN EXAMINATION OF THE JOB MARKET FOR
ENTREPRENEURSHIP FACULTY FROM 1989 TO 2014

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ABSTRACT

Utilizing institutional theory this article examines data based on the
trends in the market for entrepreneurship faculty over the past 25 years. Data is
provided from June, 1989 through June, 2014 on advertised candidates and
positions throughout the world. There were several significant findings in this
study. During the most recent year, 2013/14, there were 258 advertised
positions (both tenure track and non tenure track) for entrepreneurship faculty in
Schools of Business and Management. During the same time frame, the number
of advertised candidates was 147. The ratio of total jobs per candidate during
2013/14 was 1.76. This ratio is favorable to candidates seeking employment,
however it must be noted that these positions included full-time tenure track,
visiting professorships, instructors, adjuncts or part-time positions.

The number of candidates (147) dropped to a level that we have not seen
since 2005/06 and 84% below its peak in 2008/09 (270). Some possible
explanations for this trend may be related to the economy, commitment, and
supply versus demand. There could be a hangover effect from earlier years
where candidates had problems finding tenure track positions. For example, in
2008/09 there were almost 100 more tenure track candidates than tenure track
positions (260 versus 165). In 2010/11 and 2011/12 there were another 50 candidates more than tenure track openings. Furthermore, if we go back four to five years, the typical amount of time to earn a Ph.D., we were in the middle of the financial crisis. It could be that potential doctoral students were afraid to make a long-term commitment due to the global economic crisis. Related issues may be that potential doctoral students were afraid of leaving their current jobs or they may have been afraid of their inability to sell their houses during a housing depression. Another reason might be a reduction in doctoral admissions as doctoral programs can be costly to run. The same thing can be said for international candidates in 2013/14 as those numbers dropped to 44 from a peak of 81 in 2011/12.

During 2013/14, the number of tenure track positions (150) was slightly higher than the number of tenure track candidates (138). The findings show that the number of tenure track candidates in 2013/14 dropped to the second lowest level since 2005/06. Senior positions continue to be in high demand with 52% of tenure track jobs advertising for senior level positions. Schools are also recruiting more candidates with a primary area in entrepreneurship.

**INTRODUCTION**

This article examines faculty trends within the field of entrepreneurship. It comes at a very important time to candidates and Schools of Business and Management. Entrepreneurship is no longer a young and emerging academic
discipline. It has become increasingly popular and more competitive. As such, it is vital that faculty seeking jobs in the global market understand the past and current trends that are happening so they can maximize their career paths. Likewise, Schools of Business and Management should take notice of the findings to understand the competitive landscape when they seek candidates and potential doctoral candidates.

This study comes during a time of slow recovery from the worst economic event since the Great Depression of 1929. The world is now in its five year of recovery since the bottom of the Great Recession in March, 2009. Globally, we are still undergoing deleveraging, which could last anywhere from 10-15 years since 2009.

The trends within higher education are troublesome. The cost of higher education is enormous with students coming out of schools with a huge debt burden. According to CnnMoney.com, the average amount of student loan debt for those leaving a US college with an undergraduate degree in 2012 was $29,400 (Ellis, 2013). Mitchell (2014) reported that the median debt for graduate students at the end of 2012 was $57,600, 43% higher than 2004. As of April, 2014 the US debt clock (see http://www.usdebtclock.org/) showed that the total amount of student loan debt owed in the US was approximately $1.286 trillion and student loan debt has surpassed both credit card and auto debt in the US.
Furthermore, state funding for higher education has decreased by 28% from 2008 to 2013.

Combine this with the potential disruption of the traditional college model by online education or Massive Open Online Courses (MOOCs). A few professors have suggested that traditional, slow moving colleges will lose out to quicker and nimbler colleges that offer these types of educational opportunities. Clayton M. Christensen, a Harvard professor of business strategy, stated in a *New York Times* that the "bottom 25 percent of every tier" of colleges will disappear or merge in the next 10 to 15 years" (Selingo, 2013). More recently, Richard Lyons, Dean of the University of California-Berkeley School of Business, stated that if the top MBA programs were to put their programs online, up to 50% of all business schools could fail within 5-10 years (Clark, 2014).

Under the backdrop of the changes in higher education, this article investigates changes in the number, level and priority of entrepreneurship positions and candidates from all over the world from 1989/90 to 2013/14. This study examines the institutionalization of the field of entrepreneurship by examining the change in the number and level of entrepreneurship positions, as well as the number, level and training of entrepreneurship candidates from 1989-2014. One measure of institutional acceptance within the field of entrepreneurship would be the level of demand and supply for tenure track faculty in the field. This study will address the question of the
institutionalization of the field by examining the changes in the market for entrepreneurship faculty between the academic years 1989/90 and 2013/14.

Institutional theory argues that organizations operating in institutionalized environments demonstrate that they are acting in a legitimate manner adopting the structures and activities that are perceived to be legitimate by their critical external resource providers (Finkle & Deeds, 2001). In essence by adopting the appropriate structures (institutions) the organization increases its legitimacy and is able to use this legitimacy to increase its support and ensure its survival (Dowling & Pfeffer, 1975; Meyer & Rowan, 1977).

I examine the global faculty trends in the field of entrepreneurship by examining the entire sample of advertised candidates and jobs from 1989-2014. This study will answer the following research question: Is the field of entrepreneurship becoming increasingly institutionalized within Schools of Business and Management? To answer this research question I will examine the current trends in the global job market for faculty in entrepreneurship. I will also examine the percentage of current candidates and positions that are tenure track.

**EXTANT RESEARCH**

Finkle and Deeds (2001; 2002) pioneered the first study of trends of entrepreneurship faculty using institutional theory (Meyer & Rowan, 1977). They concluded that the field made significant progress towards being institutionalized. However, it was still not fully institutionalized because most of
the positions had been either non tenure track or untenured assistant professorships. However, it was still too soon to conclude that the commitment to entrepreneurship by Schools of Business and Management. One clear indication of the tenuous status was that, unlike strategy, there was no mandate from the AACSB that entrepreneurship be incorporated into the curriculum of all accredited schools. Entrepreneurship remained an elective subject in most schools and therefore dependent on student interest. Furthermore, the hiring of tenured faculty in entrepreneurship and the creation of departments of entrepreneurship were rare.

Finkle and Deeds (1991) found that the demand and the supply of entrepreneurship faculty increased from 1989 to 1998. Between 1989/90 and 1997/98 the number of entrepreneurship positions increased 253% while the number of candidates increased by 94%. During this period the number of positions that listed entrepreneurship as the primary field increased tenfold from 5 to 50 and the number of candidates that listed entrepreneurship as their primary field increased fourfold from 5 to 20. During the same period the number of secondary and tertiary positions increased 116% and 78% respectively and the number of secondary and tertiary candidates increased by 67% and 53%. The percentage of entrepreneurship positions listing entrepreneurship as the primary field has increased from 19% in 89/90 to 54% in 1997/98.
Since Finkle and Deeds (2001), the field has seen a significant increase in the number of entrepreneurship programs in Schools of Business and Management. Entrepreneurship has become increasingly institutionalized at universities as evidence by the rise in the number of centers (see Finkle, 2008; Finkle, 2007a; Finkle & Kuratko, 2004; 2006; Finkle, Kuratko & Goldsby, 2006a; 2006b; Finkle, Menzies, Kuratko & Goldsby, 2010; 2012; 2013) and tenure in the field of entrepreneurship (Finkle, Stetz & Deeds, 2004; Finkle, Stetz & Mallin, 2007).

Several studies that have built upon Finkle and Deed’s (2001) initial findings (see Finkle 2006; 2007b; 2008; 2010; 2012a; 2012b; 2013a; 2013b; Finkle & Thomas, 2008). Finkle (2007b) concluded that the field was becoming increasingly institutionalized. He noted that Schools of Business and Management had committed more resources to hiring a larger number of tenured or tenure track faculty. Finkle also found that the ratio of tenure track positions per candidate improved from a low of .43 positions per candidate in 1994/95 to 1.78 positions per candidate in 2004/05 (+314%).

Finkle’s (2010) findings showed that entrepreneurship was being institutionalized on a global basis. He found that entrepreneurship was one of the fastest growing areas in higher education. The findings showed 366 job openings at schools and 231 candidates in 2007/08. International positions and candidates showed the biggest increase. From 2006/2007 to 2007/08, the number
Finkle (2012a; 2012b) examined data from June, 1989 through June, 2010. The findings showed that the field had matured in regards to the number of tenure track and non tenure track positions. In 2009/10 there were 1.1 tenure track jobs per tenure track candidate. Due to the lackluster economy, the decrease in the number of candidates seeking positions in 2009/10 may have been partially caused by fear. The economic crisis may have caused people to remain conservative; not willing to sell their house and make a move. As a result, in 2008/09 there were 260 candidates and in 2009/10 there were only 169 candidates. He concluded that, in that volatile environment, savvy candidates could take risks and apply for desirable jobs. This was especially true for senior level faculty where the demand remained very strong. Overall, his study showed that the number of positions (including tenure track) peaked in 2007/08, right before the economic crisis.

In Finkle’s (2013a; 2013b) studies, examined the changes in the market for entrepreneurship faculty from 1989 to 2012/13. During the academic year 2011/12 there were 319 total advertised entrepreneurship positions of which 202 (63%) sought a candidate with a primary interest in entrepreneurship. This was the highest number of primary positions in the history of the study. Furthermore, in 2011/12 there were 203 tenure track positions, which was the
largest number since the beginning of the Great Recession in 2007. The number of tenure track candidates was higher at 231, however the studied found that schools were seeking senior faculty (Associate, Full, and Endowed Professors) at the highest rate ever. Advertisements for full professors were at their highest level ever at 23. Associate professors were in the highest demand since 2007/08 and endowed chairs were at the fourth highest level over the life-time of this study. Overall, 87 percent of all of the tenure track the positions targeted senior level faculty.

Finkle’s (2013a; 2013b) findings showed that entrepreneurship was continuing to become increasingly institutionalized within Schools of Business and Management all over the world. Schools were recruiting more candidates, especially ones with a primary area in entrepreneurship. This showed that schools were valuing entrepreneurship and committing more resources as they recruited an ever increasing number of candidates with a primary area in entrepreneurship.

METHODOLOGY

Data for this study initiated 25 years ago. In the early parts of this study, data for jobs and candidates was sent to members in a small Academy of Management Placement booklet. To make sure that all of the advertisements were included data was also collected by hand through Chronicle of Higher Education microfiche located at the library. Over time, the booklets turned into
more of a newspaper format. After this format, the Internet was introduced and most advertisements were done online on a variety of sites.

Data for this study was collected continuously over a 25 year period. In addition to the aforementioned sources, these web sites were used in this study:

- United States Association for Small Business and Entrepreneurship (USASBE) ([http://usasbe.org/](http://usasbe.org/))
- Academic Employment Network ([http://www.academploy.com](http://www.academploy.com))
- University Affairs ([http://www.universityaffairs.ca](http://www.universityaffairs.ca))
- Jobs.ac.uk ([http://www.jobs.ac.uk](http://www.jobs.ac.uk))
- Times Higher Education Supplement ([http://www.timeshighereducation.co.uk](http://www.timeshighereducation.co.uk))
- Career.edu ([http://www.career.edu](http://www.career.edu))

There were a few new web sites that were used in this study: indeed ([http://indeed.com](http://indeed.com))
- Academy of International Business ([http://www.aib.msu.edu](http://www.aib.msu.edu))
- Academic Jobs EU.com ([http://academicjobseu.com](http://academicjobseu.com))
and Campus Review (http://campusreview.com.au). Data was also collected through direct e-mails on a variety of networks and directly from universities themselves. It must be noted that only jobs within schools of business were included in this study.

The methodology in the study was similar to Finkle and Deeds (2001: 2002), Finkle (2006; 2007b; 2008; 2010; 2012a; 2012b; 2013a; 2013b) and Finkle & Thomas (2008). The data was split into academic years (e.g., 2013/14). Two categories were then created; January through June (spring) and July through December (fall). Overlapping candidates and positions found in each subset were dropped. For example, if Ted Baker advertised for a job in fall 2013 and spring 2014 he would be counted only once.

RESULTS & DISCUSSION

To evaluate the trends in the job market for entrepreneurship faculty over the past 25 years, three tables were created. Table 1 examines the number of candidates and positions from June, 1989 through June, 2014. The table also examines the desired interest level of a candidate or school (e.g., Primary, Secondary, or Tertiary) and the current number of international jobs and candidates. Table 2 evaluates tenure track positions and candidates only. Additionally, it calculates the percentage of jobs and candidates that are tenure track. Table 2 also breaks down the table into the type of position the candidate or school is seeking (Assistant, Associate, Full, Endowed, or Open). Table 3
breaks down the schools and candidates specialties that are cross-listed with entrepreneurship. For example, let’s say Indiana University is seeking a candidate with a primary area in Entrepreneurship, but it seeks a person with a secondary area in Business Policy and a tertiary area in International Business. This table evaluates the percentage of schools and candidates that are advertising in the different areas.

**Table 1: Number & Level of Interest in Entrepreneurship for Candidates & Positions, June, 1989-June, 2014**

Table 1 shows that the total number of jobs (tenure track and non tenure track) over the past 25 years. The total number of jobs peaked during 2012/13 academic year at 441. The lowest number of jobs came during the initial stages of the study in 1991/92 at 18. Since the 1991/92 academic year, the total number of advertised positions has increased 2450%. On an annualized basis, this is equivalent to a growth rate on average of 116% per year. However, in the most recent academic year the number of jobs decreased to 258.

Table 1 also shows that the total number of candidates (tenure track and non tenure track) over the past 25 years. That number peaked during 2008/09 academic year at 270. The lowest number of candidates came during the first year of the study in 1989/90 at 35. Since the 1989/90 academic year, the total number of candidates has increased 771% at its high point. On an annualized basis, this is equivalent to a growth rate on average of 41% per year. However,
in the most recent academic year, 2013/14, the number of candidates dropped to 147.

**Table 1**  
Number & Level of Interest in Entrepreneurship for Candidates & Positions 1989-June 2014

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<th>Positions w/Prim Assignment</th>
<th>Candidates w/2nd Interest</th>
<th>Positions w/2nd Assignment</th>
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Figure 1
Candidates and Positions

Figure 2
International Entrepreneurship Applicants and Positions
Figure 3
Entrepreneurship Positions by Level of Interest

Figure 4
Entrepreneurship Candidates by Level of Preference
During the latest year of the study, the ratio of total jobs per candidate was 1.76. This ratio is favorable to candidates seeking employment. However, this number includes adjunct, visiting, and instructor positions along with tenure track jobs.

**International Market**

One of the more significant findings of this study is the growth in the number of international jobs. Table 1 shows that the number of international positions peaked at 118 during 2012/13. In the most recent year, it decreased to 81. The largest number of international candidates in the study was 104 in 2011/12. The ratio of the total number of international positions per international candidate during 2013/14 was 1.82 jobs per candidate.

**Level of Interest**

Table 1 also shows the number of positions and candidates by their level of interest (e.g., Primary, Secondary and Tertiary). The number and percentage of jobs with entrepreneurship as their primary field of expertise in 2013/14 was 168 (65%). Secondary and tertiary numbers were 53 (21%) and 37 (14%), respectively.

The number of candidates in 2013/14 that sought positions with entrepreneurship as their primary field of expertise was 63 (43%). Secondary and tertiary numbers were 49 (33%) and 35 (24%), respectively.

There were approximately 2.7 primary jobs for each primary candidate.
These numbers indicate opportunities for candidates specializing in entrepreneurship as their primary area of expertise. This has been a trend in analyzing the numbers over the years as candidates look to hedge their risk by focusing on more established academic areas like Strategy or Organizational Behavior.

Table 2: Rank of Tenure Track Candidates & Positions, June, 1989-June, 2014

Table 2 evaluates only tenure track candidates and positions as advertised by academic rank from June, 1989 through June, 2014. As a result, all non tenure track positions and candidates were dropped.

Table 2
Rank of Tenure Track Candidates & Positions, 1989-June 2014

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<thead>
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<th>Academic Year</th>
<th>Candidates</th>
<th>Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Assistant</td>
<td>Associate</td>
</tr>
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<tr>
<td>90/91</td>
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<td>4</td>
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<tr>
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<td>5</td>
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<tr>
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<td>4</td>
</tr>
<tr>
<td>93/94</td>
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<tr>
<td>08/09</td>
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<td>34</td>
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<td>09-10</td>
<td>144</td>
<td>18</td>
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The largest number of tenure track positions (292) occurred in 2005/06 right before the financial crisis. Those 292 tenure track positions were 92% of the total positions advertised that year. Since its peak, the number of tenure track positions has dropped to 150 in 2013/14. Even worse, the percentage of total positions that are now tenure track is 58%. This is the second lowest percentage in the study with 56% being the low point in 2012/13.

The field of entrepreneurship is not immune to the trend of non tenure track positions at universities. There may be a few reasons for this trend. First, the increasing cost structure at universities. By hiring part-time, adjuncts, instructors, or visiting professors universities can reduce their costs. Secondly, there is a trend in academia to offer fewer and fewer tenure track positions. It appears that the field of entrepreneurship is not immune to this. Thirdly, the field of entrepreneurship is unique in the sense that an ideal candidate to teach entrepreneurship would be someone who has been an entrepreneur or is currently
an entrepreneur and has a PhD in Entrepreneurship or a related discipline that has
the ability to produce traditional academic research. In reality, there are few
faculty with these qualifications; as a result, schools may try to hire a traditional
faculty member in entrepreneurship and hire a part-time non tenure track faculty
member for the practical side of the field. Or some schools may just focus on
hiring a practitioner.

In regards to the rank of the advertised tenure track positions, in 2013/14,
there were 72 (48%) assistant, 29 (19%) associate, 10 (7%) full, 16 (11%)
endowed chair, and 23 (15%) open positions. Over one-half of the positions
were seeking senior level faculty. Similar to previous studies, there are still
many opportunities for senior level faculty, especially those that have experience
in building centers and programs.

The largest number of tenure track candidates (260) occurred in 2008/09.
Those 260 tenure track candidates were 96% of the total candidates advertised
that year. Since its peak, the number of tenure track candidates has dropped
to138 in 2013/14. In 2013/14, the rank of the advertised candidates was: 122
(88%) assistant, 11 (8%) associate, 3 (2%) full, 0 (0%) endowed chair, and 2
(2%) open. In 2013/14, the ratio of tenure track positions (150) per tenure track
candidates (138) was 1.09.

Table 3: Percentage of Applicants & Positions Cross-Listed by Field, June,
1989-June, 2014
Table 3 shows the positions and candidates and their respective areas that they advertise on their profile. For instance, if Don Kuratko was advertising for an entrepreneurship only position he would place that on his profile. If Indiana University was seeking a candidate with areas in Business Policy, OB/HR and Technology and Innovation Management, it would list these in its profile.

Studying this area is vital so the field of entrepreneurship can examine the trends that are occurring within the marketplace. The candidates can then be more proactive and study the appropriate areas that are needed.

Table 3

Percentage of Applicants & Positions Cross-Listed by Field, 1989-June 2014

| Academic Year | Candidates | | | | | Positions | | | |
|---------------|------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|               | Entrepreneurship Only | Strategy | International | OB/HR | TIM | Entrepreneurship Only | Strategy | International | OB/HR | TIM |
| 89/90         | 0% | 63% | 14% | 23% | 3% | 15% | 69% | 38% | 7% | 0% |
| 90/91         | 0% | 80% | 17% | 15% | 2% | 28% | 40% | 12% | 12% | 0% |
| 91/92         | 0% | 68% | 33% | 30% | 3% | 67% | 40% | 0% | 0% | 0% |
| 92/93         | 0% | 73% | 25% | 21% | 13% | 65% | 30% | 26% | 13% | 0% |
| 93/94         | 0% | 73% | 30% | 16% | 10% | 61% | 22% | 13% | 4% | 4% |
| 94/95         | 0% | 71% | 35% | 19% | 7% | 74% | 17% | 9% | 26% | 0% |
Similar to Finkle (2007; 2010; 2012a; 2012b; 2013a; 2013b), the table is broken down into five categories: Entrepreneurship only, Strategy, International, OB/HR (Organizational Behavior/Human Resources Management), and TIM (Technology and Innovation Management). Each category has a percentage, which indicates the percentage of jobs or candidates in that were listed on that advertisement.

The respective percentages advertised in the position categories for 2013/14 were: Entrepreneurship Only (51%), Strategy (25%), International

<table>
<thead>
<tr>
<th>Year</th>
<th>ENT Only</th>
<th>Cross BPS</th>
<th>Cross IM</th>
<th>Cross OB/HR</th>
</tr>
</thead>
<tbody>
<tr>
<td>12/13</td>
<td>5%</td>
<td>64%</td>
<td>22%</td>
<td>22%</td>
</tr>
<tr>
<td>13/14</td>
<td>5%</td>
<td>62%</td>
<td>20%</td>
<td>24%</td>
</tr>
</tbody>
</table>

Figure 7
Percentage Entrepreneurship Positions Cross Listing by Specialization

Academic Year

![Figure 7](image-url)
Management (10%), OB/HR (10%), and Technology and Innovation Management (5%).

The respective percentages advertised for the candidate categories for 2013/14 were: Entrepreneurship Only (5%), Strategy (62%), International Management (20%), OB/HR (24%), and Technology and Innovation Management (23%).

This study examined the topics a little more in-depth than previous studies. In addition to the five areas above, which were included in Table 3, the following areas were also examined and tabulated: Management, Marketing, Business Ethics/Business Society, Finance, and Accounting. The percentage of jobs that advertised these areas, which were not included in Table 3 were: Management (9.7%), Marketing (8.2%), Business Ethics/Business Society (4.3%), Finance (2.7%), and Accounting (.4%).

This was also done for candidates. The areas changed a little: Organizational Theory (16%), Management (6%), Marketing (0%), Business Ethics/Business Society (8.2%), Operations (2%), and Finance (0%).

The data for the jobs indicate the strong need for applicants with a primary in entrepreneurship. Strategy was the second most popular area advertised.

**CONCLUSION & IMPLICATIONS**
This article investigated the institutionalization of the field of entrepreneurship by examining the changes in the number, level and priority of entrepreneurship positions and candidates from all over the world during the academic years 1989/90 to 2013/14. The results support that the field of entrepreneurship continues to be institutionalized as a result of the results below. During the most recent year, 2013/14, Table 1 showed that there were 258 advertised tenure track and non tenue track jobs for entrepreneurship faculty in Schools of Business and Management all over the world. During the same time frame, the number of advertised candidates was 147. The ratio of total jobs per candidate during 2013/14 was 1.76. This ratio is favorable to candidates seeking employment, however it must be noted that these positions included full-time tenure track, visiting professorships, instructors, adjuncts or part-time positions.

In 2013/14, the number of candidates (147) dropped significantly to a level that we have not seen since 2005/06 and 84% below its peak in 2008/09 (270). Some possible explanations for this trend may be related to the economy, commitment and supply versus demand. There could be a hangover effect from earlier years where candidates had problems finding tenure track positions. For example, in 2008/09 there were almost 100 more tenure track candidates than tenure track positions (260 versus 165). In 2010/11 and 2011/12 there we another 50 candidates more than tenure track openings. Furthermore, if we go back four to five years (The typical amount of time to earn a Ph.D.), we see that
we would have been right in the middle of the financial crisis. It could be that potential doctoral students were afraid to make a long-term commitment due to the global economic crisis. Related issues may be related to resources (e.g., leaving their current job, failure to sell their house during a housing depression, and/or simply not having the money). Another reason might be that universities may have reduced the admissions of doctoral students as doctoral programs can be costly to run. The same thing can be said for international candidates in 2013/14 as they dropped to 44 from a peak of 81 in 2011/12.

Table 1 also examined the desired interest level of both candidates and schools (e.g., Primary, Secondary, or Tertiary). In 2013/14 there were 168 schools seeking candidates with a primary area in entrepreneurship. However, there were only 63 candidates available with a primary area. This is a ratio of 2.59 primary jobs per primary candidate. Candidates that are considering a career in entrepreneurship education should seriously consider specializing entrepreneurship as their primary area as 65% of all jobs advertised were for candidates with a primary area. The table also examined international candidates and jobs. In 2013/14, there were 81 international jobs and 44 international candidates. The ratio of international jobs to international candidates was 1.84. The numbers indicate that there are strong opportunities for candidates seeking entrepreneurship positions.
Table 2 was broken down into tenure track faculty seeking tenure track positions. The table also breaks down the tenure track candidates and positions as advertised by academic rank. In 2013/14 there were 150 tenure track positions available or 58% of the total number of advertised positions in entrepreneurship. This is the second lowest percentage of tenure track jobs since 1989. The rank of the advertised tenure track positions was: 72 (48%) assistant, 29 (19%) associate, 10 (7%) full, 16 (11%) endowed chair, and 23 (15%) open. Fifty-two percent of the tenure track jobs were for senior faculty positions. This is evidence that there are ample opportunities for senior, experienced faculty in the field to move.

The number of tenure track candidates was 138 in 2013/14. The advertised rank of the candidates was: 122 (88%) assistant, 11 (8%) associate, 3 (2%) full, 0 (0%) endowed chair, and 2 (2%) open. In 2013/14, the overall ratio of tenure track positions (150) versus tenure track candidates (138) was 1.09. Similar to the findings of Finkle (2010; 2012; 2013), senior positions continue to be in high demand. Recruiting experienced faculty can bring instant credibility and brand name recognition to entrepreneurship programs. This can enhance the ranking of the university.

The final table, Table 3, shows the positions and candidates and their respective areas that they advertise on their profile. The table is broken down into five categories: Entrepreneurship only, Strategy, International, OB/HR (Organizational Behavior/Human Resources Management), and TIM
(Technology and Innovation Management). Each category has a percentage, which indicates the percentage of jobs or candidates in that were listed on that advertisement. The respective percentages advertised in the position categories for 2013/14 were: Entrepreneurship Only (51%), Strategy (25%), International Management (10%), OB/HR (10%), and Technology and Innovation Management (5%). The respective percentages advertised for the candidate categories for 2013/14 were: Entrepreneurship Only (5%), Strategy (62%), International Management (20%), OB/HR (24%), and Technology and Innovation Management (23%).

As stated in the results section, this study also tabulated additional areas in addition to the traditional five. The following areas were also tabulated even though they were not included in the table for 2013/14: Management, Marketing, Business Ethics/Business Society, Finance, and Accounting. The percentage of jobs that advertised these areas were: Management (9.7%), Marketing (8.2%), Business Ethics/Business Society (4.3%), Finance (2.7%), and Accounting (.4%). I also did the same thing for candidates, although the areas were slightly different: Organizational Theory (16%), Management (6%), Marketing (0%), Business Ethics/Business Society (8.2%), Operations (2%), and Finance (0%).

An overview of the data continues to support the strong notion of a need for faculty with a primary area in entrepreneurship. Strategy continues to be ranked as the second most advertised position with International and OB/HR tied
for third. Management and Marketing both outranked Technology and Innovation Management.

**LIMITATIONS**

There are a few limitations that need to be pointed out. First, just because a school advertises a position does not mean that they actually hire a candidate. There may be a few reasons why they decide not to hire a candidate such as the inability to find a qualified applicant or their budget for the position has been taken away. As a result, a job opportunity may overlap from one year to the next. Another limitation is that I may not have captured all of the candidates and positions. There may be some sites that I am not aware of that advertise positions and/or candidates. Therefore, I cannot say with 100% certainty that I have captured everything happening in the job market.

**FUTURE RESEARCH**

Future research can investigate a number of areas that will be beneficial to future candidates seeking employment at universities. For example, average salaries for entrepreneurship faculty at level (Full, Associate, Assistant, and Lecturer), type of school (Public versus Private), and sex (Male versus Female). These figures are not necessarily readily available to candidates unless they have access to AACSB data. Once this data is collected then we compare the salaries to the other business areas to see if the field has become legitimized within Schools of Business and Management.
Research also needs to go into more depth into the current profiles of candidates and track them over the long-term. A longitudinal study following candidates will be critical to examine whether or not entrepreneurship is becoming institutionalized within Schools of Business and Management. Are these candidates actually getting tenure track positions in entrepreneurship? And if so, are they earning tenure? Finkle, Stetz, and Mallin (2007) examined the research records and perceptions of tenure requirements of 108 faculty members who taught entrepreneurship and earned tenure between 1964 and 2002. However, there is still a lack of research on recent decisions and the respective faculty records.

REFERENCES


