PENNSYLVANIA'S STATE SYSTEM OF HIGHER EDUCATION

Millersville University's

SUPPLY/ DEMAND GAP ANALYSIS

A report for Pennsylvania's State System of Higher Education

2016

Pennsylvania's STATE SYSTEM of Higher Education

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GLOSSARY OF TERMS

The following descriptions provide a point of reference to understand terminology as well as the types of data and analysis undertaken in this study, reflecting historic and contemporary narratives.

Fastest Growing: A term used to describe the relative growth (percent change) of an industry or occupation in a given time period. Fastest growing industries and occupations in this study are identified by the highest relative change in jobs between 2014 and 2024.

High Demand: A term used to describe the demand for workers in a given occupation. High demand occupations are identified as having the highest number of new and replacement jobs projected between 2014 and 2024.

Industry Change: A measure of the change in employment within an industry, used to identify whether an industry is growing or declining, as well as the rate of change. Projected changes lay out expectations of growth/decline for specific industries.

Job Postings: The number of unique (de-duplicated) online postings for a job in a given occupation.

Location Quotient: A comparative statistic used to calculate the relative employment concentration of a given industry or occupation against the average employment of the industry in a larger geography (for example, countrywide). Industries with a higher location quotient (usually greater than 1.2) indicate that the region has a comparative advantage or specialization in the production of that good or service or has a high degree of specialization within its workforce.

New and Replacement Jobs: A demand-side estimate of the number of job openings in an occupation that result from new job growth as well as replacement demand. Replacement demand comprises occupation job leavers based on separations, retirement, and death.

Occupation Jobs: A measure of employment within an occupation category, used to identify which occupations have been growing or declining, as well as the rate of change. Projected changes lay out expectations of growth/decline for specific occupation categories.

Sub-regions: Geographic areas within Pennsylvania defined for more focused workforce and education gap analyses. Sub-regions were determined primarily on Partnerships for Regional Economic Performance (PREP) boundaries. PREP is Pennsylvania's network of business assistance partners, designed to help companies start, grow, and prosper. Please refer to Appendix A for mapping of the Sub-regions and PREP boundaries.

ACRONYMS USED

ACS: American Community Survey

BLS: Bureau of Labor Statistics

CIP: Classification of Instructional Programs

DOE: United States Department of Education

DOL: United States Department of Labor

EMSI: Economic Modeling Specialists International

CEW: Center on Education and the Workforce (Georgetown University)

IPEDS: Integrated Postsecondary Education Data System

LAUS: Local Area Unemployment Statistics

LEHD: Longitudinal Employment and Housing Dynamics

NAICS: North American Industry Classification System

NCES: National Center for Education Statistics

OES: Occupational Employment Statistics

O*NET: Occupational Network

PUMS: Public Use Microdata Sample

QCEW: Quarterly Census of Employment and Wages

SOC: Standard Occupational Classification

1. INTRODUCTION

Pennsylvania's State System of Higher Education (State System) comprises 14 universities, four branch campuses, multiple regional centers and the McKeever Environmental Learning Center.[1] The universities are located in rural, suburban, and small-town settings around Pennsylvania. The State System's two educational hubs (with locations in Harrisburg—the Dixon University Center, and Philadelphia—State System @ Center City) offer academic programs through a consortium of public and private colleges and universities.

Per Act 188 of 1982, the State System's mission "is the provision of instruction for undergraduate and graduate students to and beyond the master's degree in the liberal arts and sciences, and in the applied fields, including the teaching profession." In doing so, the State System's purpose is "to provide high quality education at the lowest possible cost to students."[2] Analysis and understanding of the economy and workforce the State System supports, as well as the alignment between education programs and talent needs, further advances the State System's mission and philosophy. This is the goal of the State System's Supply/Demand Gap Analysis Project. It enables effective and targeted strategies and decision-making, grounded in data-driven evidence. Through two earlier reports—'Pennsylvania's Workforce Characteristics Report'[3] and 'Degrees of Value: College Majors and the Pennsylvania State System's Contribution to the Workforce'[4]—foundation was laid for the State System's Supply/Demand Gap Analysis Project. This supply/demand gap analysis report establishes the framework to 'crosswalk' education programs with relevant occupations. This crosswalk establishes the relationship between the workforce

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1 One of the State System's entities, System-wide Functions and Services, is primarily located at the Dixon University Center in Harrisburg and includes: System-wide shared administrative services; System leadership functions of the Chancellor and Board of Governors; some System-wide initiatives and grants managed on behalf of the universities; and the academic, student, and facilities support for the multi-university sites in Harrisburg and Philadelphia.

2 The State System's Economic and Employment Impact on the Commonwealth of Pennsylvania—released April 15, 2015.

3 Pennsylvania's Workforce Characteristics Report—a collaboration between the Pennsylvania State System of Higher Education and Oxford Economics with input from Georgetown University's Center on Education and the Workforce, provides detailed demand-side projections for occupations within Pennsylvania, as well as other labor market intelligence for skilled occupations.

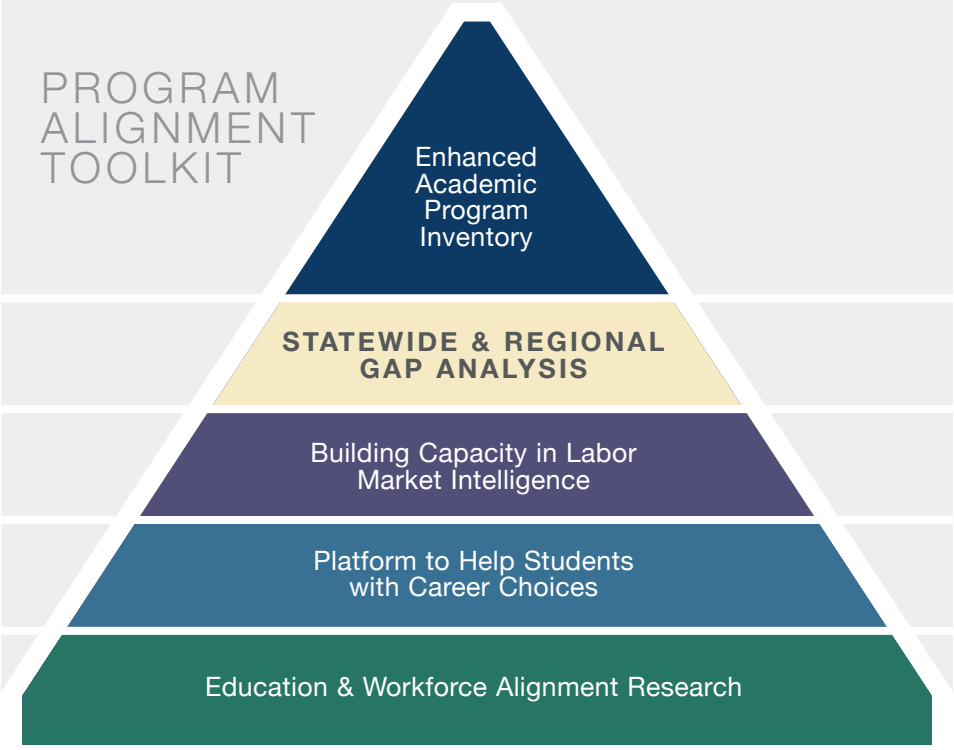
4 *Degrees of Value: College Majors and the Pennsylvania State System's Contribution to the Workforce* is an education and workforce analysis of the Commonwealth with a particular emphasis on the State System's Universities' output produced by Georgetown University's Center on Education and the Workforce.

employed in specific occupations and the degrees that those workers earned. The goal of this report is to understand this relationship in the context of Pennsylvania's projected skilled workforce needs and education output.

This study and the broader set of deliverables under the State System's Supply/Demand Gap Analysis Project will assist universities and education planners by providing an infrastructure of resources for internal planning, as well as external engagement. Understanding key gaps and surpluses within Pennsylvania helps to better align policy and strategic direction in order to continue supporting the talent needs of the Commonwealth.

The results of the State System's Supply/Demand Gap Analysis project will become part the State System's Program Alignment Toolkit (see Fig. 1 below)—an infrastructure of resources that are being created to assist the State System's universities to increase their individual and collective impact on Pennsylvania's economy. The Program Alignment Toolkit complements the existing Business Intelligence Environment the State System has created to support data driven decision-making. This environment includes forward-thinking, data-rich projects such as the Financial Risk Dashboard, the Data Warehouse project, and the upcoming Student Success Dashboard.

Fig. 1: Pennsylvania's State System of Higher Education Program Alignment Toolkit Outline



ABOUT PENNSYLVANIA STATE SYSTEM OF HIGHER EDUCATION

Pennsylvania's State System of Higher Education was established by statute on July 1, 1983, although the 14 universities that comprise the State System have a much longer history dating back to the 19th century.

Today, the State System serves over 110,000 students, with learners coming from every county in Pennsylvania, making it among the largest providers of higher education in Pennsylvania and the United States. It also employs more than 12,000 faculty and staff, making it one of the largest employers in the Commonwealth. Nearly 88% of students enrolled in the State System are from Pennsylvania and the vast majority of students remain after graduation—about 80%.*

The State System generates more than $6.7 billion in annual economic activity within Pennsylvania. This economic value in turn supports approximately 62,000 jobs through the State System's direct employment, operational expenditures with vendors and suppliers across Pennsylvania, and spending of those who are employed as a result of the State System's operations.

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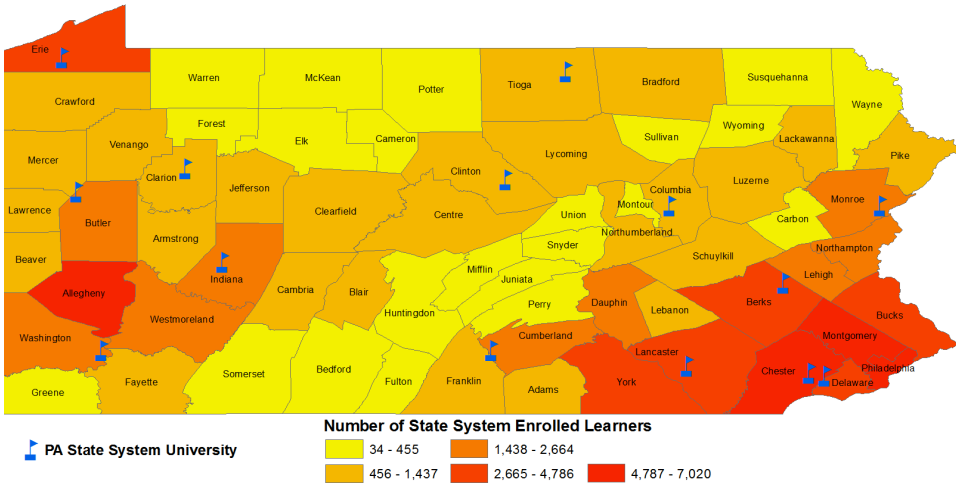
* Pennsylvania's State System of Higher Education – Student Data Fact Center

** The State System's Economic and Employment Impact on the Commonwealth of Pennsylvania – Released April 15, 2015

Fig. 2: State System Learner Enrollment by County – Fall 2014



Source: Pennsylvania State System of Higher Education

1.1 Goal of the Supply/Demand Gap Analysis Report

This Supply/Demand Gap Analysis Report is specific to Millersville University's (MU) workforce region. It builds on information provided in an earlier State System report entitled Millersville University's Workforce Characteristics Technical Report. In the Workforce Characteristics Report, MU's workforce region was defined to include the following counties: Chester, Dauphin, Lancaster, Lebanon, and York. The report also contains a set of economic, workforce, demographic, and socio-economic information to contextualize the Supply/Demand Gap Analysis.

The Supply/Demand Gap Analysis Report provides a data-driven perspective of employer demand (growing occupations across the region) and postsecondary education supply (degree production by program and level). The report will assist the State System universities with strategic engagement, program development and evaluation, student engagement, and marketing. The Supply/Demand Gap Analysis Report contains research specific to MU's workforce region in the following areas:

- Industry sector and occupation job changes and projections for new and replacement job demand to 2024;
- Size of education production by broad degree category;
- Links between occupations and education programs; and
- Analysis of gaps at the occupational level (presenting a structure to review occupations that have excess employer demand as well as those that have surplus).

While the State System's Gap Analysis project is critical to understanding the connections between education programs and occupations, it is important to note a few caveats to this Supply/Demand Gap Analysis Report:

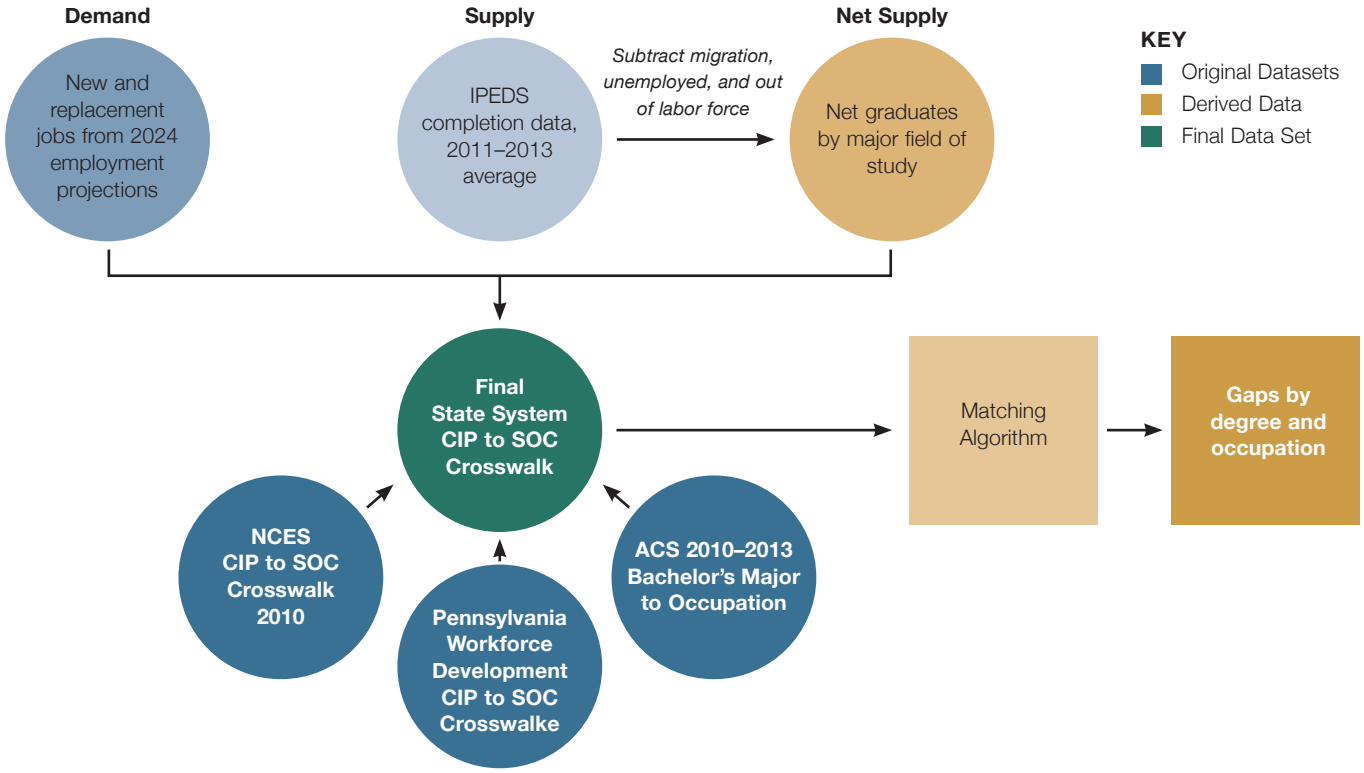
- When considering making adjustments to programs in degree areas related to occupations displaying gaps, further research should be considered to confirm the extent of alignment needed to arrive at equilibrium with the labor market.
- Government data that captures labor market demand lags real-time employer demand as well higher education industry trends. As such, the gap analysis findings may lag these market changes.
- This analysis only focuses on program output as a supply pool (i.e. new graduates). However, regional workforces comprise additional

ABOUT GAP ANALYSIS

A gap analysis comparing educational supply and occupational demand serves as a critical first step in efforts to align education programs with the workforce needs of Pennsylvania employers. A gap analysis provides a data-driven perspective of demand and supply, which can be connected to a larger process of program evaluation and strategic planning, engagement with employers, and student career guidance. The analysis itself is not the solution, but can lend credible insight to guide decision-making at the strategic level.

Fig. 3 provides a high-level flow chart of the process to calculate gaps/surpluses. A methodological description of the supply/demand gap modeling process can be found in Appendix E.

Fig. 3: Overview of the gap analysis methodology for the State System



Source: Oxford Economics

pools of supply—specifically: employed workers, skilled unemployed workers, and skilled underemployed workers. When evaluating gaps, this analysis focuses on new and replacement demand, as opposed to job churn. This helps to mitigate some of the issues involving the employed workforce.

1.2 Structure of the Gap Analysis Report

This Supply/Demand Gap Analysis report for MU's workforce region is organized as follows:

Section 1 Introduction and background information.

Section 2 Overview of changes in MU's workforce region industry sectors from a historic and projected point of view, as well as fast growing and most competitive industries.

Section 3 Overview of changes in MU's workforce region occupations including additional detail on skilled occupations as well as high demand occupations, the fastest growing occupations, and occupations that are highly concentrated in MU's workforce region.

Section 4 Evaluation of output of education programs at the associate's, bachelor's, and graduate level, as well as the State System's contribution to the total output of bachelor's degrees.

Section 5 Comparison of demand for skilled occupations against supply of relevant education program completions.

Section 6 Conclusion and areas of future research.

Section 7 Additional information on the Gap Analysis project and contributing organizations.

Section 8 List of key data sources used in the report.

While the main body of this report provides a high level summary, the Appendices provide an abundance of information for those seeking additional detail.

Appendix A provides a map of the state sub-region boundaries along with economic development and workforce boundaries as defined by PREP and WIA.

Appendix B provides a description of O*NET Job Zone codes.

Appendix C provides further detail about strong, limited and weak connections between education programs and occupations.

Appendix D provides detailed industry employment and projections to 2024.

Appendix E provides a crosswalk and gap analysis methodology.

Appendix F provides gap analysis results for over 500 occupations.

Appendix G provides the crosswalk of programs to occupations.

2. INDUSTRY PROFILE OF MILLERSVILLE UNIVERSITY'S WORKFORCE REGION

Industry growth is a key driver of demand for occupations and talent. Hence, understanding the structure of MU's workforce region industry sectors offers valuable insights into career opportunities that exist. As the State System implements strategies to increase the economic competitiveness of its workforce and ultimately the economic competitiveness of the state, it is important to understand the connection between occupations and industry jobs. The state's workforce changes and labor demand are presented in multiple ways in this section including:

- Major (2-digit) industries;
- Largest 4-digit industries in 2014;
- Largest growth 4-digit industries from 2014 to 2024;
- Fastest growing 4-digit industries from 2014 to 2024; and
- Industries (4-digit) with high location quotient (or concentration) in 2014.

This section explores the current strengths in the economy of MU's workforce region by industry and examines trends that may affect industry structure in the coming years. A table of all 4-digit North American Industrial Classification System (NAICS) sector employment and projections for the region can be found in Appendix D.

The following sub-section begins the analysis by examining major industry groups in MU's workforce region in 2010 and 2014 as well as projected growth to 2024.

2.1 Major Industry Groups

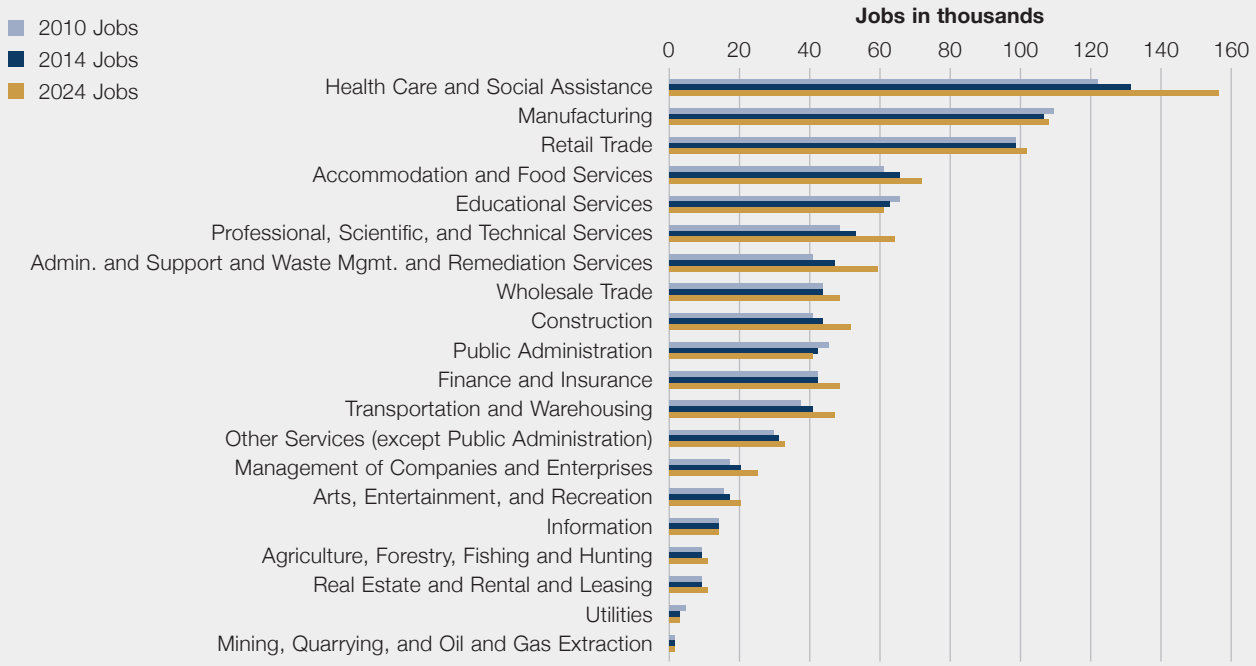
In 2014 the largest 2-digit industries in MU's workforce region include education and health services, trade, transportation and utilities, and manufacturing. As can be seen in Fig. 4, healthcare and social assistance account for the most jobs (about 131,300 jobs), followed by manufacturing, retail trade, accommodation and food services, and education services.

Furthermore, each of these industry sectors, except manufacturing and education services, added a significant number of new jobs between 2010 and 2014, reflecting both economic recovery from the recession, as well as continued sector growth. Projections indicate that healthcare and social assistance will add an additional 25,800 new jobs in the region between 2014 and 2024 (20% growth). Professional, scientific, and technical services is projected to add 11,800 new jobs (22% growth)—which will require talent in various disciplines to support this growth.

Substantial economic transformation is taking place across several sectors. While many sectors have experienced moderate or strong growth over the past several years, noted exceptions of job decline include government, education and information. The causes of these reductions may differ. For example, reductions in government employment could reflect changes in legislative priorities and budgets, while reductions in information are largely due to the decline in newspaper and book publishers. This, however, is offset by substantial growth in other sectors discussed earlier.

Fig. 4 depicts the number of jobs in 2010, 2014 and projections out to 2024 for each of the broad industry sectors.

Fig. 4: Employment by Major Industry, 2010, 2014, and 2024



Source: BLS (QCEW); Pennsylvania Department of Labor & Industry; Oxford Economics Projections

2.2 Largest 4-Digit Industries

The largest 4-digit industries in MU's workforce region are identified by the volume of 2014 employment. Industry sectors that employ the most workers are critical foundations to a regional economy. In MU's workforce region, the ten largest 4-digit industry classifications employed 29% of total jobs in 2014 (258,700 jobs out of 886,200 total jobs in the region). The largest industries include restaurants, elementary and secondary schools, and general medical and surgical hospitals. Fig. 5 displays the region's ten largest 4-digit industry sectors in 2014 and projections to 2024.

Fig. 5: Millersville University's Workforce Region Largest 4-Digit Industries and Projections, 2014-2024

Industry Title	2014 Jobs	2024 Jobs	New Jobs 2014-2024	% Change 2014-2024
Restaurants and Other Eating Places	50,044	56,459	6,415	12.8%
Elementary and Secondary Schools	45,803	44,488	-1,315	-2.9%
General Medical and Surgical Hospitals	33,726	37,336	3,610	10.7%
Employment Services	21,965	29,551	7,586	34.5%
Management of Companies and Enterprises	20,867	25,009	4,142	19.8%
Grocery Stores	20,404	21,045	641	3.1%
Executive, Legislative, and Other General Government Support	20,178	19,091	-1,087	-5.4%
Offices of Physicians	15,630	17,556	1,926	12.3%
Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly	15,553	19,086	3,533	22.7%
Computer Systems Design and Related Services	14,559	18,951	4,392	30.2%
Total, 10 Largest	**258,729**	**288,572**	**29,843**	**11.5%**

Source: BLS (QCEW); Pennsylvania Department of Labor & Industry; Oxford Economics Projections

2.3 Largest Growth 4-Digit Industries

The largest sectors are not necessarily generating the most new jobs in MU's workforce region. Projections indicate that the top ten largest growth industries in the region will add almost 43,100 new jobs between 2014 and 2024. Some industries in the top ten largest growth list employ several occupations that require university-level skill specializations. For example,

- **General medical and surgical hospitals** employ a diverse range of health care professionals at multiple levels of educational attainment. This includes professions from surgeons to medical secretaries, as well as a range of nursing professions such as nursing assistants, licensed practical nurses and registered nurses. Projections indicate the industry will add 3,600 new jobs between 2014 and 2024.
- **Employment services** require numerous human resource professionals, business operations specialists, and information and record clerks. Projections indicate that management of companies and enterprises is slated to grow by 7,600 new jobs between 2014 and 2024.

Industry sectors that are projected to add significant numbers of new jobs to MU's workforce region over the next ten years will provide opportunities to establish stronger business collaboration and course alignment to these sectors. Furthermore, State System universities currently offer a range of degree programs in business and health fields that align well to opportunities within these high-growth sectors. Fig. 6 below displays the ten largest growth industries projected to 2024.

Fig. 6: Millersville University's Workforce Region Top 10 Largest Growth Sectors and Projections, 2014-2024

Industry Title	2014 Jobs	2024 Jobs	New Jobs 2014-2024	% Change 2014-2024
Employment Services	21,965	29,551	7,586	34.5%
Restaurants and Other Eating Places	50,044	56,459	6,415	12.8%
Individual and Family Services	13,435	17,978	4,543	33.8%
Computer Systems Design and Related Services	14,559	18,951	4,392	30.2%
Management of Companies and Enterprises	20,867	25,009	4,142	19.8%
General Medical and Surgical Hospitals	33,726	37,336	3,610	10.7%
Other Financial Investment Activities	12,375	15,939	3,564	28.8%
Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly	15,553	19,086	3,533	22.7%
Warehousing and Storage	11,463	14,196	2,733	23.8%
Management, Scientific, and Technical Consulting Services	8,579	11,142	2,563	29.9%
Total, 10 Largest Growth	**202,566**	**245,647**	**43,081**	**21.3%**

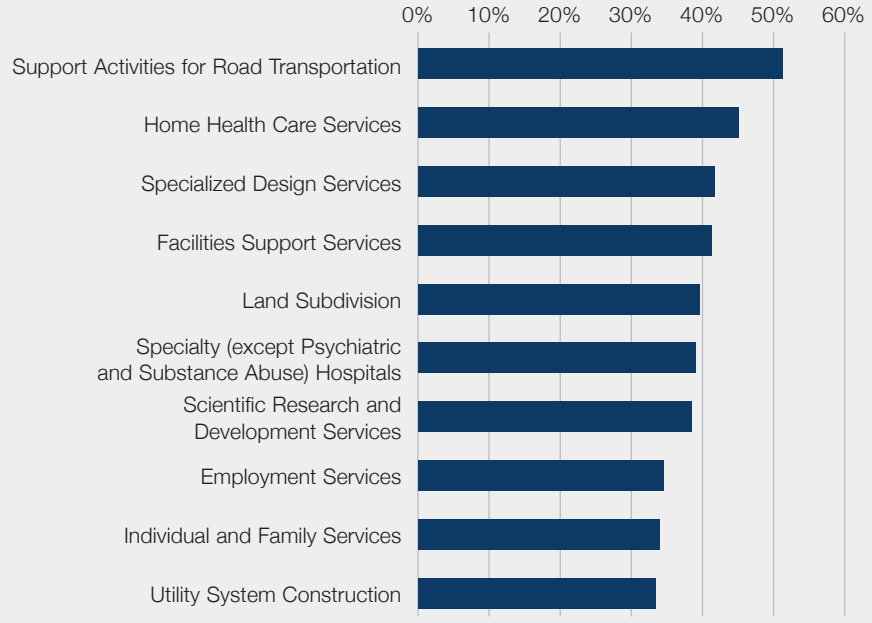
Source: BLS (QCEW); Pennsylvania Department of Labor & Industry; Oxford Economics Projections

2.4 Fastest Growing 4-Digit Industries

The fastest growing 4-digit industries are identified by the highest relative change (percent change) projected to occur between 2014 and 2024. The fastest growing industries represent emerging sectors within MU's workforce region that may present opportunities for collaboration and support from postsecondary education and training institutions. Given the aging population in the U.S. and Pennsylvania, the health care sector is driving demand for workers. The fastest growing industries in MU's workforce region include home health care services, specialty hospitals, and individual and family services.

Fig. 7 depicts the fastest growing industries in MU's workforce region and the projected growth from 2014 to 2024 and Fig. 8 displays the employment in the fastest growing industries, projected job growth, and 10-year new and replacement jobs.

Fig. 7: Millersville University's Workforce Region Fastest Growing 4-Digit Industries and Projections, 2014-2024



Source: BLS (QCEW); Pennsylvania Department of Labor & Industry; Oxford Economics Projections

Fig. 8: Millersville University's Workforce Region Fastest Growing 4-Digit Industries and Projections, 2014-2024

Industry Title	2014 Jobs	2024 Jobs	New Jobs 2014-2024	% Change 2014-2024
Support Activities for Road Transportation	929	1,402	473	50.9%
Home Health Care Services	5,288	7,679	2,391	45.2%
Specialized Design Services	492	697	205	41.7%
Facilities Support Services	696	981	285	40.9%
Land Subdivision	89	124	35	39.3%
Specialty (except Psychiatric and Substance Abuse) Hospitals	2,213	3,079	866	39.1%
Scientific Research and Development Services	4,267	5,897	1,630	38.2%
Employment Services	21,965	29,551	7,586	34.5%
Individual and Family Services	13,435	17,978	4,543	33.8%
Utility System Construction	3,189	4,259	1,070	33.6%
Total, 10 Fastest Growing	**52,563**	**71,647**	**19,084**	**36.3%**

Source: BLS (QCEW); Pennsylvania Department of Labor & Industry; Oxford Economics Projections

2.5 Concentration of Industries

Certain industries in MU's workforce region have a greater concentration within the region as compared to the nation. A location quotient (LQ) for an industry provides perspective on statewide concentration in industry classifications. When evaluated jointly with the industry employment data, one gains a sense of the industry sectors that might benefit from efforts to align educational opportunities with economic development (i.e. industries that State System universities may consider engaging in larger conversations about aligning employer and educational needs).

Location quotients equal to 1 indicate that the area's industry concentration is equal to the national concentration of the same industry. Industries with higher location quotients (usually greater than 1.2) indicate that a region has a concentration in the production of that good or service, relative to the rest of the nation. A value of 1.5 indicates that industry employment within the region is 1.5 times more concentrated than the U.S. average. A location quotient below 1 indicates that industry employment within the region is less concentrated compared to the U.S. average. Note: High employment industries do not necessarily result in large location quotients, as this is a relative statistic.

The location quotient chart provides three key pieces of information. The vertical axis indicates the location quotient value. The horizontal axis indicates whether the industry sector is projected to grow or decline over the next 10 years. The size of the bubble indicates the size of employment in the industry.

Industries with high LQ's that are adding new jobs suggest that the comparative regional advantage may be creating further job growth. When viewed together, large employment industries (large bubbles) that have high concentrations (high LQs) and add new jobs (high growth), are significant driving forces for regional growth and advancement.

Industry sectors that are highly concentrated in MU's workforce region include: sugar and confectionary product manufacturing; other transportation equipment manufacturing; greenhouse, nursery, and floriculture production; and leather and hide tanning and finishing.

Fig. 9 displays the most concentrated industries (as measured by LQ) for MU's workforce region at the 4-digit NAICS level in 2014. The figure reflects the comparative advantage MU's workforce region enjoys in various manufacturing sectors (both advanced and non-advanced). Warehousing and storage also shows high levels of concentration, highlighting those sectors that support the strong manufacturing base.

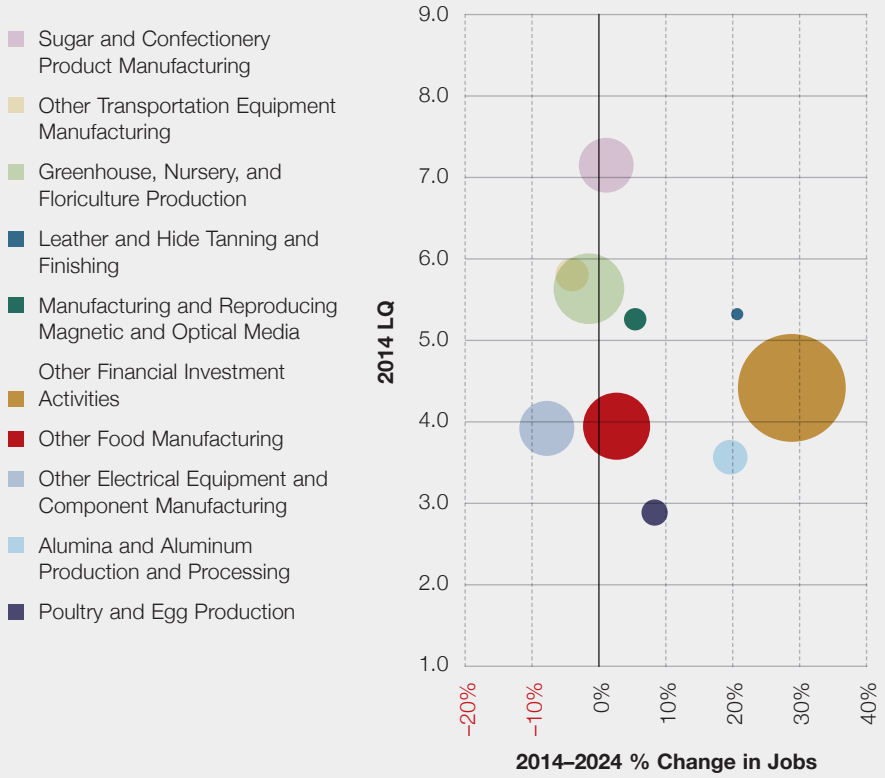
The next section provides information on occupational employment and describes the types of jobs people hold in MU's workforce region.

How to read a Location Quotient chart

The location quotient (LQ) bubble chart provides three key sources of information: level of concentration, as indicated by the LQ value, the % change in the variable measured—industries and occupations in this report—and the number of jobs employed. The LQ value is located on the vertical chart. As described above, values above the 1 on the vertical axis indicate higher levels of concentration compared to the national average. Bubbles that are situated above zero on the horizontal axis indicate positive job growth. Finally, larger bubbles indicate that the employment within the measured indicate larger levels of employment.

If one were to divide the bubble chart into sections, bubbles with LQ's greater than 1 located in the upper right hand section indicate highly concentrated industries that are projected to grow, whereas bubbles with LQ's greater than 1 in the left side indicate highly concentrated industries that are projected to decline. Similarly, LQ's less than one but on the right side, indicate job growth, but with a low concentration of employment, relative to the US average. Finally, LQ's less than one and on the left side indicate a low level of employment concentration with projected job loss.

Fig. 9: Millersville University's Workforce Region Most Concentrated 4-Digit Industries and Projected Growth, 2014-2024



Source: BLS (QCEW); Pennsylvania Department of Labor & Industry; Oxford Economics Projections

Fig. 10: Millersville University's Workforce Region Most Concentrated 4-Digit Industries and Projected Growth, 2014-2024

Industry Title	2014 LQ	2014 Jobs	% Change 2014-2024
Sugar and Confectionery Product Manufacturing	7.1	3,224	1.1%
Other Transportation Equipment Manufacturing	5.8	1,215	-4.1%
Greenhouse, Nursery, and Floriculture Production	5.6	5,246	-1.6%
Leather and Hide Tanning and Finishing	5.3	153	20.6%
Manufacturing and Reproducing Magnetic and Optical Media	5.3	583	5.3%
Other Financial Investment Activities	4.4	12,375	28.8%
Other Food Manufacturing	3.9	4,806	2.6%
Other Electrical Equipment and Component Manufacturing	3.9	3,222	-7.7%
Alumina and Aluminum Production and Processing	3.6	1,348	19.6%
Poultry and Egg Production	2.9	741	8.3%

Source: BLS (QCEW); Pennsylvania Department of Labor & Industry; Oxford Economics Projections

3. OCCUPATIONAL PROFILE OF MILLERSVILLE UNIVERSITY'S WORKFORCE REGION

Examining occupational employment data reveals the importance of skills, experience and knowledge of workers. It showcases the types of jobs in which MU's workforce region workforce is currently employed and projected to be employed by 2024. When evaluating occupation employment and demand, it is important to note that an occupation can be found in many different industry sectors. For example, every major industry sector employs accountants and auditors to maintain books, payroll, and ensure reporting compliance. This analysis compiles occupational employment across all industry sectors and reports the total number of jobs, median annual wages, and demand (10-year new and replacement jobs) for each occupation classification. The analysis also considers the educational attainment level that is typically required to gain employment in an occupation.

The region's workforce changes and labor demand are presented in multiple ways in this section including:

- Major occupation groups (2-digit SOC);
- Skilled occupations;
- Largest detailed occupations (6-digit SOC) in 2014;
- Occupations (6-digit SOC) with high location quotient (or concentration) in 2014; and
- Occupations aligning to educational attainment at the associate degree level as well as the bachelor's and graduate degree level, specifically:
    - Top high demand occupations (6-digit SOC) from 2014 to 2024, and
    - Fastest growing occupations (6-digit SOC) from 2014 to 2024.

The following sub-section begins the analysis by examining major occupation groups in MU's workforce region in 2014 and projected growth to 2024.

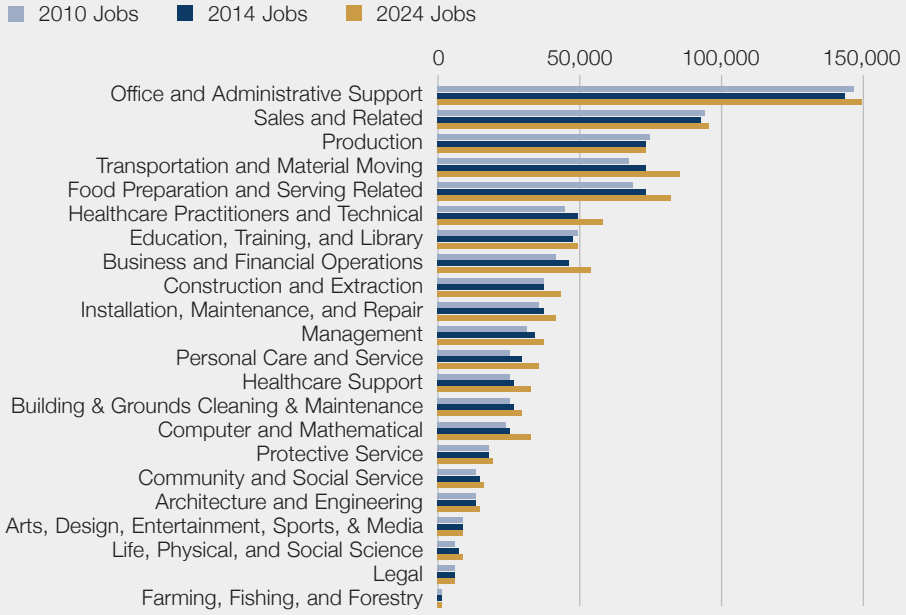
3.1 Major Occupation Groups

In MU's workforce region, several occupation categories are projected to grow over the next 10 years, from 2014 to 2024, as well as require a significant level of replacement labor.[5] Certain major occupation categories—at the 2-digit Standard Occupation Classification (SOC) level–have experienced substantial growth in recent years and are expected to continue to lead the pack to 2024. Between 2010 and 2014 MU's workforce region experienced growth in several occupation categories, which are typically aligned with postsecondary education. These include:

- Healthcare practitioners and technical occupations;
- Business and financial operations occupations; and
- Computer and mathematical occupations.

Furthermore, these three occupation categories are projected to add 24,700 new jobs between 2014 and 2024 and will account for over one quarter of the total projected occupation job growth in MU's workforce region.

Fig. 11: Millersville University's Workforce Region Projected Changes in Major Occupation Categories, 2010, 2014, and 2024



Source: BLS (QCEW & OES); Pennsylvania Department of Labor & Industry; Oxford Economics Projections

5 This estimate accounts for the need to replace workers who leave an occupation permanently due to retirement, death, or a change in occupation.

Identifying Skilled Occupations

For this analysis a "skilled" occupation is defined as an occupation in O*NET Job Zones* Three, Four or Five. The O*NET program is the nation's primary source of occupational information. Central to the project is the O*NET database, containing information on hundreds of standardized and occupation-specific descriptors. The database, which is available to the public at no cost, is continually updated by surveying a broad range of workers from each occupation.** Most occupations in Job Zone Three require training in vocational schools, related on-the-job experience, or an associate's degree. Most occupations in Job Zone Four require a four-year bachelor's degree, but some do not. Most occupations in Job Zone Five require graduate school. For example, they may require a master's degree, and some require a Ph.D., M.D., or J.D. (law degree).

For a more detailed description of O*NET Job Zones and training requirements see Appendix B.

* https://www.onetonline.org/help/online/zones

** http://www.onetcenter.org/overview.html

3.2 Skilled Occupations Overview

MU's workforce region had 886,200 jobs in 2014, a number which is projected to grow to 982,500 in 2024—an increase of about 96,300 jobs or a 10.9 percent change. It is important to note that the share of MU's workforce region jobs that will require some postsecondary education will increase from 2014 to 2024, showing the employer demand for skilled workers will continue to grow. The growth in jobs that require some level of postsecondary education in 2024 is projected to be 12.5 percent as compared to 9.4 percent for those that do not require postsecondary education. These are defined as skilled jobs or skilled occupations in the State System's Gap Analysis Project using terminology from the O*NET program.

Fig. 12 shows the number of jobs in MU's workforce region by skilled occupations (Job Zones 3-5) and low skilled occupations (Job Zones 1-2) in 2014 as well as projected growth to 2024 for each set of occupations.

Fig. 12: Millersville University's Workforce Region Projected Job Growth by Job Zone, 2014-2024

	2014	2024	% Change 2014-2024	Share 2014	Share 2024
MU workforce region, Total Jobs	**886,152**	**982,485**	**10.9%**	**100%**	**100%**
Job Zones 1-2 (Low Skilled)	458,578	501,632	9.4%	52%	51%
Job Zones 3-5 (Skilled)	427,574	480,853	12.5%	48%	49%

Source: BLS (QCEW); Pennsylvania Department of Labor & Industry, O*NET; Oxford Economics Projections

3.3 Largest Occupations

Top occupations in the state are driven by industry composition. Medical centers employ a cadre of health professionals, while enterprise management companies employ a range of business professionals. Given the dominating presence of health care and social assistance, accommodation and food services, retail trade and manufacturing establishments in MU's workforce region, top occupations include: retail salespersons, cashiers, office clerks, food preparation and serving workers, and laborers and material movers. Fig. 13 highlights the top occupations in the state, 10-year job growth projections, and new and replacement jobs.[6] The Job Zone is also included to indicate skill level for each occupation.[7]

6 New and replacement job change takes into account demand for occupations based on: industry growth (new jobs), occupation productivity, workforce ageing (retirements and deaths), migration and other factors that would contribute to new and replacement job openings.

7 Job Zone One and Two represent low-skilled occupations and Job Zone Three, Four and Five represent skilled occupations.

Fig. 13: Largest Occupations in Millersville University's Workforce Region and Projected Growth, 2014-2024

Occupation Title	Job Zone	2014	2024	% Change 2014-2024	10-year New and Replacement Jobs
Retail Salespersons	2	29,635	31,636	6.8%	12,759
Cashiers	1	22,597	21,609	-4.4%	9,638
Laborers and Freight, Stock, and Material Movers, Hand	2	20,562	25,738	25.2%	12,586
Office Clerks, General	2	20,167	20,332	0.8%	4,809
Combined Food Preparation and Serving Workers, Including Fast Food	1	19,988	23,592	18.0%	12,190
Customer Service Representatives	2	17,113	19,443	13.6%	7,501
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	3	17,080	19,858	16.3%	4,997
Registered Nurses	3	16,997	20,372	19.9%	6,817
Waiters and Waitresses	1	14,657	17,016	16.1%	10,116
Heavy and Tractor-Trailer Truck Drivers	2	13,741	16,826	22.5%	5,978
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	2	13,647	14,738	8.0%	4,220
Stock Clerks and Order Fillers	2	12,624	12,715	0.7%	4,501
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	4	12,016	11,692	-2.7%	2,467
Bookkeeping, Accounting, and Auditing Clerks	3	10,803	12,000	11.1%	2,265
General and Operations Managers	4	10,736	12,676	18.1%	3,850

Source: BLS (QCEW and OES); Pennsylvania Department of Labor & Industry; Oxford Economics Projections

3.4 Concentration of Occupations

Growth in areas of comparative advantage provides career opportunities that reflect statewide workforce concentration. Just as industry location quotient analysis is used to determine industry concentration, occupation location quotient analysis is used to evaluate specializations that exist within MU's workforce, which may indicate the presence of key occupation clusters. A classic example of one such cluster would be Silicon Valley's large concentration of IT and computer programming occupations. The presence of occupation concentration (especially skilled occupations) indicates areas of opportunity for postsecondary institutions to support workforce needs for occupations that have strong employment advantages within the region.

Location quotients equal to 1 indicate that the area's occupation concentration is equal to the national concentration of the same occupation. Occupations with higher location quotients (usually greater than 1.2) indicate that a region

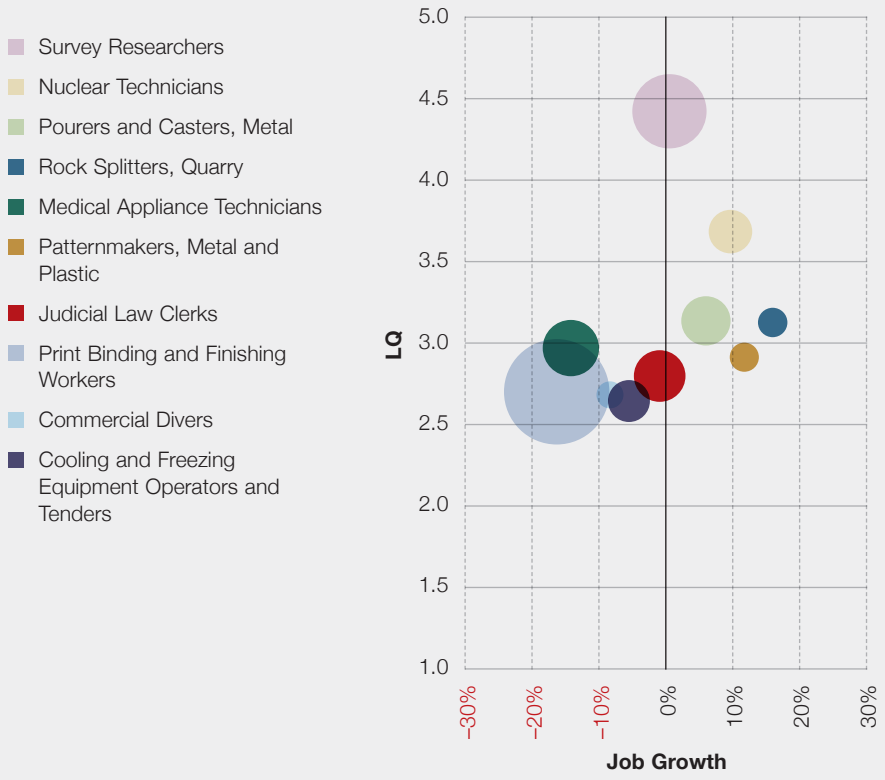
has a concentration or comparative advantage in the occupation, relative to the rest of the nation. A value of 1.5 indicates that occupation employment within the region is 1.5 times more concentrated compared to the U.S. average. A location quotient below 1 indicates that occupation employment within the region is less concentrated compared to the U.S. average. Note: High employment occupations do not necessarily result in large location quotients, as this is a comparative statistic.

The location quotient chart provides three key pieces of information. The vertical axis indicates the location quotient value. A value of 1.5 indicates that employment within the region is 1.5 times more concentrated compared to the average region in the U.S. The horizontal axis indicates whether the occupation is projected to grow or decline over the next 10 years. Occupations with high LQ's that are adding new jobs suggest that the comparative regional advantage may be creating further employment opportunities. The size of the bubble indicates the number of jobs within the occupations. When viewed together skilled occupations with large employment (large bubbles) that have comparative advantages (high LQs) and are adding new jobs (high growth), are likely critical areas of regional workforce needs and warrant closer evaluation of program availability and completion to support statewide workforce demand.

Occupations that are highly concentrated in MU's workforce region include: survey researchers; nuclear technicians; pourers and casters, metal; and rock splitters, quarry.

Fig. 14 illustrates the LQ, projected job change and employment size of the top 10 most concentrated occupations (as measured by LQ) in MU's workforce region in 2014. Fig. 15 on the next page provides detailed data on the occupations, including LQ, 2014 jobs, projected 2024 jobs and projected percent change in jobs.

Fig. 14: Millersville University's Workforce Region Most Concentrated Occupations and Projected Growth, 2014-2024



Source: BLS (QCEW and OES); Pennsylvania Department of Labor & Industry; Oxford Economics Projections

Fig. 15: Millersville University's Workforce Region Most Concentrated Occupations and Projected Growth, 2014-2024

Occupation Title	2014 LQ	2014 Jobs	2024 Jobs	% Change 2014-2024
Survey Researchers	4.4	447	449	0.5%
Nuclear Technicians	3.7	154	169	9.4%
Pourers and Casters, Metal	3.1	199	211	5.8%
Rock Splitters, Quarry	3.1	74	86	15.9%
Medical Appliance Technicians	3.0	259	222	-14.2%
Patternmakers, Metal and Plastic	2.9	72	80	11.6%
Judicial Law Clerks	2.8	214	212	-1.1%
Print Binding and Finishing Workers	2.7	910	761	-16.3%
Commercial Divers	2.7	64	58	-8.5%
Cooling and Freezing Equipment Operators and Tenders	2.6	140	132	-5.6%

Source: BLS (QCEW and OES); Pennsylvania Department of Labor & Industry; Oxford Economics Projections

3.5 Occupations Aligning to Associate's Degrees

MU's workforce region employment projections to 2024 conducted by the State System's Gap Analysis project indicate significant growth in many occupations that align with postsecondary education. Occupations that generally align to associate's degree programs are categorized as Job Zone Three.

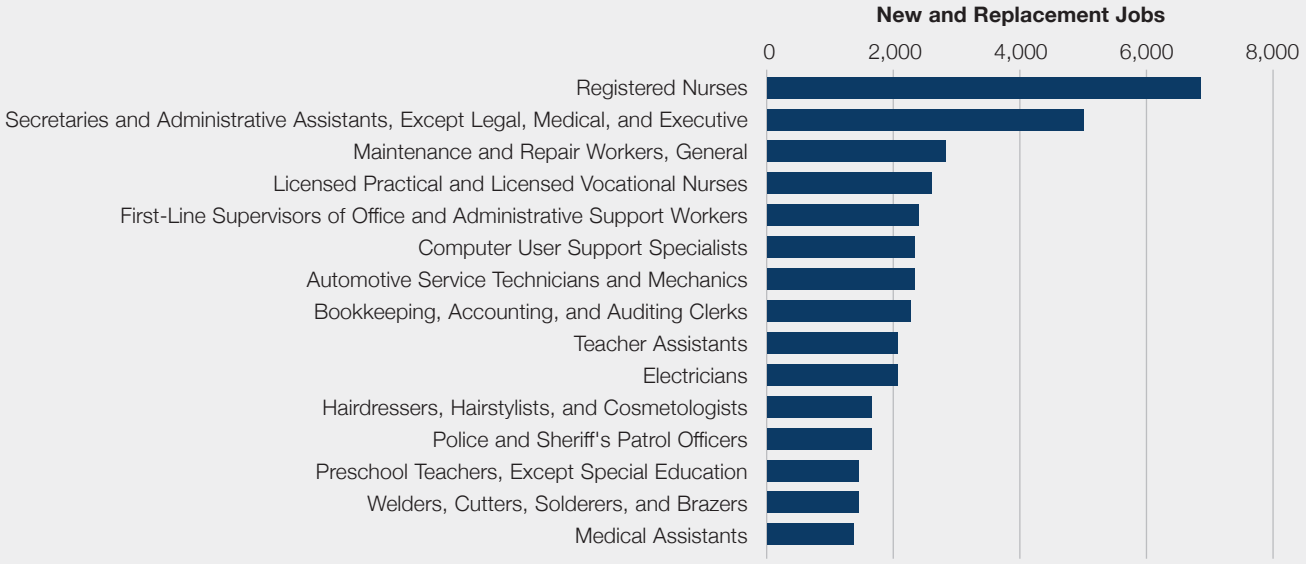
There are over 200 Job Zone Three occupations. Looking ahead, many Job Zone Three occupations show significant growth and demand. In MU's workforce region, projections indicate 12.4 percent growth in Job Zone Three jobs between 2014 and 2024. Job demand is further emphasized through both new job growth and replacement job openings as workers in the profession retire, relocate, or change jobs. The projected new and replacement demand for Job Zone Three occupations is 77,400 between 2014 and 2024.

3.5.1 Top High Demand Occupations Aligning to Associate's Degrees

High demand occupations are identified as having the largest projected new and replacement demand between 2014 and 2024. The top high demand occupations in the region are largely driven by industry demand for skilled workers and typically the largest occupations in the region. However, career changes and the demographic characteristics of those who are currently employed—specifically age—also influence replacement demand. Occupations that employ an older demographic, specifically those aged 55 and older, will face increasing pressure to replace workers as older workers approach retirement age.

High demand occupations aligned to associate's degrees include: registered nurses, licensed practical and licensed vocational nurses, maintenance and repair workers, and secretaries and administrative assistants. Fig. 16 and Fig. 17 highlight MU's workforce region top high demand occupations aligning to associate's degrees, projected job growth, and 10-year new and replacement jobs.

Fig. 16: Top High Demand Occupations Aligning to Associate's Degrees in Millersville University's Workforce Region, 2014-2024



Source: BLS (QCEW and OES); Pennsylvania Department of Labor & Industry; Oxford Economics Projections

Fig. 17: Employment Projections for Top High Demand Occupations Aligning to Associate's Degrees in Millersville University's Workforce Region, 2014-2024

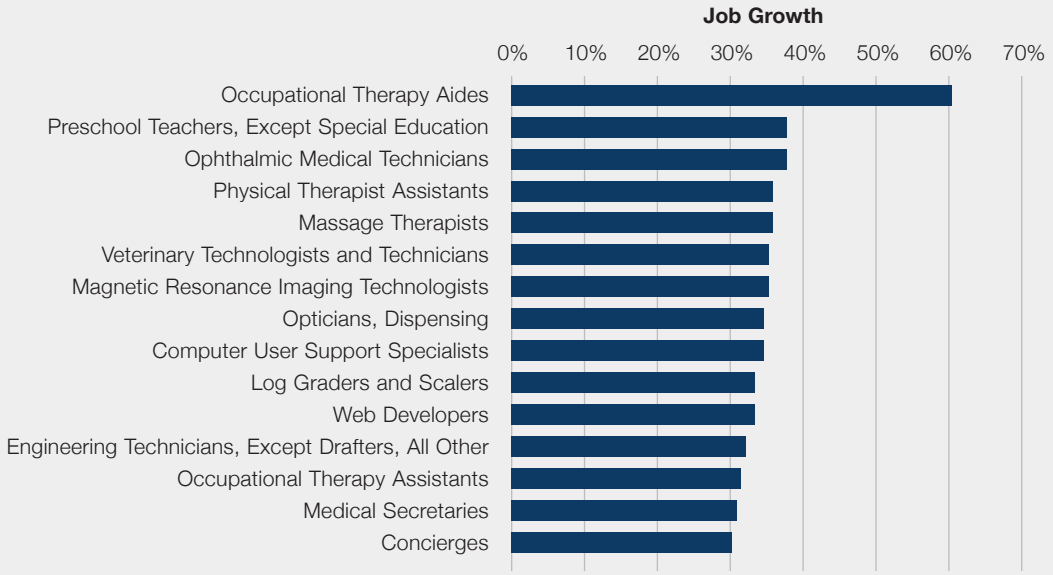
Occupation Title	2014 Jobs	2024 Jobs	% Change 2014-2024	10-year New and Replacement Jobs
Registered Nurses	16,997	20,372	19.9%	6,817
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	17,080	19,858	16.3%	4,997
Maintenance and Repair Workers, General	9,506	10,227	7.6%	2,815
Licensed Practical and Licensed Vocational Nurses	5,141	6,387	24.2%	2,603
First-Line Supervisors of Office and Administrative Support Workers	7,783	8,273	6.3%	2,354
Computer User Support Specialists	4,457	5,979	34.1%	2,320
Automotive Service Technicians and Mechanics	5,647	6,288	11.4%	2,283
Bookkeeping, Accounting, and Auditing Clerks	10,803	12,000	11.1%	2,265
Teacher Assistants	6,980	7,317	4.8%	2,071
Electricians	3,933	4,896	24.5%	2,034
Hairdressers, Hairstylists, and Cosmetologists	3,691	4,289	16.2%	1,642
Police and Sheriff's Patrol Officers	4,943	4,772	-3.5%	1,603
Preschool Teachers, Except Special Education	2,205	3,033	37.6%	1,461
Welders, Cutters, Solderers, and Brazers	2,838	3,356	18.3%	1,441
Medical Assistants	3,258	3,984	22.3%	1,380

Source: BLS (QCEW and OES); Pennsylvania Department of Labor & Industry; Oxford Economics Projections

3.5.2 Fastest Growing Occupations Aligning to Associate's Degrees

The fastest growing occupations are identified by the highest relative change (percent change) projected to occur between 2014 and 2024. In MU's workforce region, the fastest growing occupations are largely driven by industry growth and demand. Growing industries reflect the needs of the broader economy. Given the aging population in the U.S. and Pennsylvania, the health care sector is driving demand for workers. The fastest growing occupations aligning to associate's degrees include: occupational therapy aides, preschool teachers, ophthalmic medical technicians, physical therapy assistants, and massage therapists. Fig. 18 and Fig. 19 highlight the fastest growing occupations in the region that align to associate's degrees, projected job growth, and 10-year new and replacement jobs.

Fig. 18: Fastest Growing Occupations Aligning to Associate's Degrees in Millersville University's Workforce Region, 2014-2024



Source: BLS (QCEW and OES); Pennsylvania Department of Labor & Industry; Oxford Economics Projections

Fig. 19: Employment Projections for Fastest Growing Occupations Aligning to Associate's Degrees in Millersville University's Workforce Region, 2014-2024

Occupation Title	2014	2024	% Change 2014-2024	10-year New and Replacement Jobs
Occupational Therapy Aides	78	125	60.3%	69
Preschool Teachers, Except Special Education	2,205	3,033	37.6%	1,461
Ophthalmic Medical Technicians	161	221	37.3%	80
Physical Therapist Assistants	639	868	35.8%	402
Massage Therapists	346	469	35.5%	158
Veterinary Technologists and Technicians	687	929	35.2%	315
Magnetic Resonance Imaging Technologists	174	235	35.1%	88
Opticians, Dispensing	430	577	34.2%	293
Computer User Support Specialists	4,457	5,979	34.1%	2,320
Log Graders and Scalers	6	8	33.3%	3
Web Developers	671	892	32.9%	331
Engineering Technicians, Except Drafters, All Other	477	628	31.7%	270
Occupational Therapy Assistants	335	439	31.0%	208
Medical Secretaries	3,040	3,977	30.8%	1,291
Concierges	113	147	30.1%	64

Source: BLS (QCEW and OES); Pennsylvania Department of Labor & Industry; Oxford Economics Projections

3.6 Occupations Aligning to Bachelor's and Graduate Degrees

Job Zones Four and Five describe occupations that typically require a bachelor's degree or graduate degree. There are over 250 Job Zone Four and Five occupation classifications. In MU's workforce region, the employment projections indicate that occupations typically requiring a bachelor's degree or higher will grow 12.5 percent between 2014 and 2024. This growth will result in total demand for new and replacement job openings of nearly 77,700 over the same time period.

3.6.1 Top High Demand Occupations Aligning to Bachelor's and Graduate Degrees

High demand occupations are identified as having the largest projected new and replacement demand between 2014 and 2024. The top high demand occupations in the region are largely driven by industry demand for skilled workers and typically the largest occupations in the region. However, career changes and the demographic characteristics of those who are currently employed—specifically age—also influence replacement demand. Occupations that employ an older demographic, specifically those aged 55 and older, will face increasing pressure to replace workers as older workers approach retirement age.

High demand occupations aligning to bachelor's and graduate degree level education include: accountants and auditors, general and operations managers, sales representatives, computer systems analysts, and secondary and elementary school teachers. Fig. 20 and Fig. 21 highlight the top high demand occupations in the region aligning to bachelor's and graduate degrees, projected job growth, and 10-year new and replacement jobs.

Fig. 20: Top High Demand Occupations Aligning to Bachelor's and Graduate Degrees in Millersville University's Workforce Region, 2014-2024

Source: BLS (QCEW and OES); Pennsylvania Department of Labor & Industry; Oxford Economics Projections

Fig. 21: Employment Projections for Top High Demand Occupations Aligning to Bachelor's and Graduate Degrees in Millersville University's Workforce Region, 2014-2024

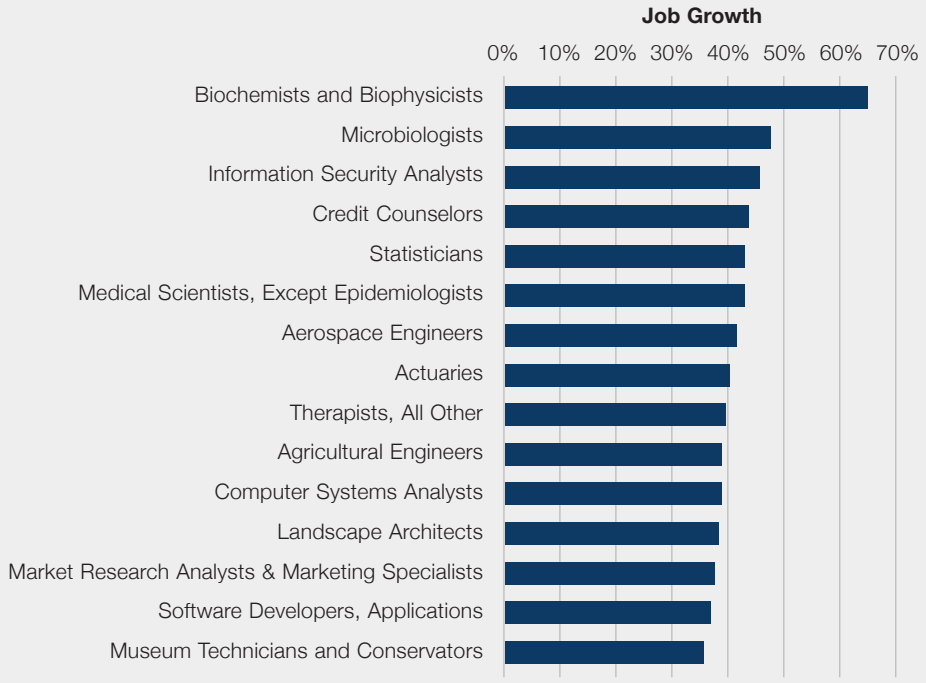
Occupation Title	2014 Jobs	2024 Jobs	% Change 2014-2024	10-year New and Replacement Jobs
Accountants and Auditors	8,950	10,147	13.4%	4,176
General and Operations Managers	10,736	12,676	18.1%	3,850
Sales Representatives, Services, All Other	5,055	6,646	31.5%	3,041
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	12,016	11,692	-2.7%	2,467
Computer Systems Analysts	4,230	5,860	38.5%	2,379
Secondary School Teachers, Except Special and Career/Technical Education	8,056	7,553	-6.2%	2,240
Market Research Analysts and Marketing Specialists	3,927	5,385	37.1%	2,087
Software Developers, Applications	3,990	5,448	36.5%	2,027
Elementary School Teachers, Except Special Education	8,727	8,536	-2.2%	2,004
Management Analysts	4,136	5,354	29.4%	1,906
Computer Programmers	2,800	3,686	31.6%	1,803
Human Resources Specialists	3,236	4,211	30.1%	1,666
Middle School Teachers, Except Special and Career/Technical Education	3,865	4,352	12.6%	1,457
Social and Human Service Assistants	2,836	3,179	12.1%	1,189
Financial Analysts	2,206	2,763	25.2%	1,135

Source: BLS (QCEW and OES); Pennsylvania Department of Labor & Industry; Oxford Economics Projections

3.6.2 Fastest Growing Occupations Aligning to Bachelor's and Graduate Degrees

The fastest growing occupations are identified by the highest relative change (percent change) projected to occur between 2014 and 2024. In MU's workforce region, the fastest growing occupations aligning to bachelor's and graduate degrees include: biochemists and biophysicists, microbiologists, information security analysts, credit counselors, and statisticians. Fig. 22 and Fig. 23 highlight MU's workforce region fastest growing occupations aligning to bachelor's and graduate degrees, projected job growth, and 10-year new and replacement jobs.

Fig. 22: Fastest Growing Occupations Aligning to Bachelor's and Graduate Degrees in Millersville University's Workforce Region, 2014-2024



Source: BLS (QCEW and OES); Pennsylvania Department of Labor & Industry; Oxford Economics Projections

Fig. 23: Employment Projections for Fastest Growing Occupations Aligning to Bachelor's and Graduate Degrees Millersville University's Workforce Region, 2014-2024

Occupation Title	2014	2024	% Change 2014-2024	10-year New and Replacement Jobs
Biochemists and Biophysicists	268	441	64.6%	254
Microbiologists	156	230	47.4%	127
Information Security Analysts	418	606	45.0%	252
Credit Counselors	194	278	43.3%	126
Statisticians	335	478	42.7%	259
Medical Scientists, Except Epidemiologists	787	1,122	42.6%	524
Aerospace Engineers	205	290	41.5%	139
Actuaries	237	332	40.1%	171
Therapists, All Other	53	74	39.6%	27
Agricultural Engineers	18	25	38.9%	13
Computer Systems Analysts	4,230	5,860	38.5%	2,379
Landscape Architects	118	163	38.1%	82
Market Research Analysts and Marketing Specialists	3,927	5,385	37.1%	2,087
Software Developers, Applications	3,990	5,448	36.5%	2,027
Museum Technicians and Conservators	85	115	35.3%	53

Source: BLS (QCEW and OES); Pennsylvania Department of Labor & Industry; Oxford Economics Projections

The next section provides a high-level overview of MU's workforce region education program output by broad degree category.

4. POSTSECONDARY PROGRAM COMPLETIONS IN MILLERSVILLE UNIVERSITY'S WORKFORCE REGION

Millersville University's workforce region is home to many different postsecondary institutions, offering a range of degree programs. As reported by the National Center for Education Statistics (NCES), there are approximately 40 higher education institutions in the region that awarded an associate's degree or higher between 2011 and 2013.[8] These institutions graduated, on average, 15,300 students annually from 2011 to 2013 with an associate's degree or higher.[9] The top major fields of study include education; health professions and related programs; and business, management, marketing, and related support services. Pennsylvania's State System of Higher Education is a large contributor to bachelor's and graduate degree completions. Millersville University produces approximately 15% of the total bachelor's degrees and above in the region.[10]

4.1 Associate's Degree Completions

MU's workforce region is home to approximately 22 different institutions that offer a range of associate's degree programs.[11] From 2011 to 2013, these institutions in MU's workforce region awarded, on average, 3,700 associate's degrees annually. The top three program areas in the region's associate degree production include:

- Health professions and related programs,
- Business, management, marketing, and related support services, and
- Computer and information sciences and support services.

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8 This number includes the location of a physical campus/structure with learner enrolment as reported to NCES. Institutions with extension campuses that report enrollment at their main campus may not be captured within this list.

9 This number is the 3-year average completions from 2011 to 2013 as reported to NCES.

10 This number is based on the 3-year average completions from 2011 to 2013 as reported to NCES.

11 This number includes the location of a physical campus/structure as reported to NCES. Institutions with extension campuses that report to their main campus may not be captured within this list.

Of the 3,700 average annual completions of associate's degrees, these three program areas accounted for 53% of completions in the region.

4.1.1 Millersville University's Associate's Degree Completions

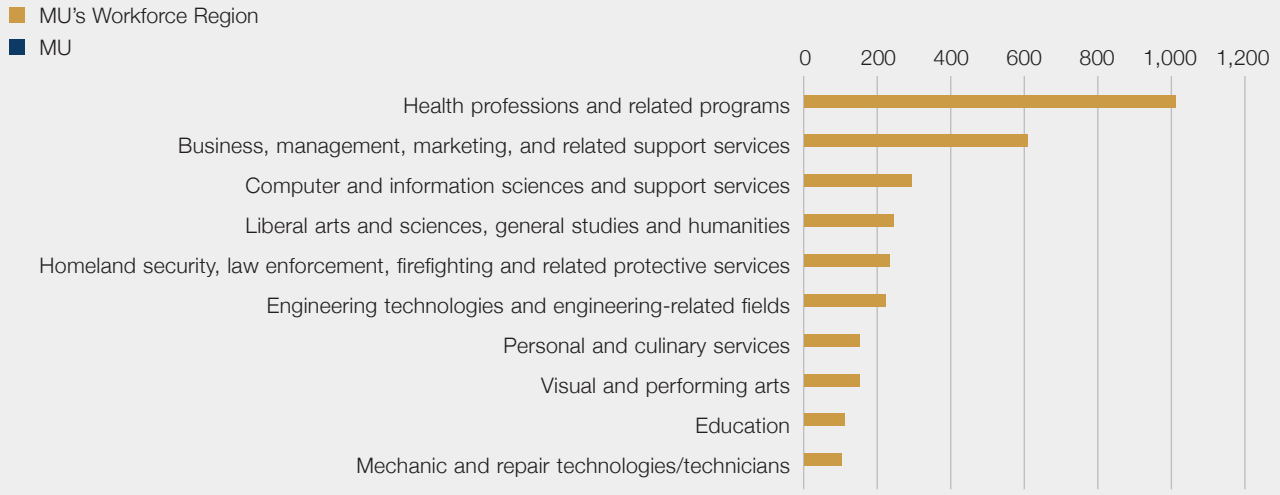
From 2011 to 2013, Millersville University awarded, on average, 3 associate's degrees annually. The top program areas for associate's degrees from Millersville University include:

- Engineering technologies and engineering-related fields, and
- Science technologies/technicians.

Of the 3 average annual completions of associate's degrees from Millersville University, these three program areas accounted for 100% of associate's degree completions.

Fig. 24 highlights the top 10 program areas for associate's completions in MU's workforce region and the corresponding associate's degrees from Millersville University.

Fig. 24: Associate's Degree Program Completions from Millersville University and MU's Workforce Region, 2011-2013 Annual Average



Source: National Center for Education Statistics (IPEDS) 2011-2013 Completions

Fig. 25 below provides the total number of associate's degrees awarded in MU's workforce region by major field of study as well as the total number of associate's degrees awarded by Millersville University.

Fig. 25: Associate's Degree Total Program Completions from Millersville University and MU's Workforce Region, 2011-2013 Annual Average

Major Category	MU's Workforce Region 3-year Average Associate Completions	Share of Total MU's Workforce Region Associate Completions	MU 3-year Average Associate Completions	Share of Total MU Associate Completions
Total	**3,670**	**100.0%**	**3**	**100.0%**
Health professions and related programs	1,024	27.9%	0	0.0%
Business, management, marketing, and related support services	615	16.8%	0	0.0%
Computer and information sciences and support services	300	8.2%	0	0.0%
Liberal arts and sciences, general studies and humanities	245	6.7%	0	0.0%
Homeland security, law enforcement, firefighting and related protective services	239	6.5%	0	0.0%
Engineering technologies and engineering-related fields	226	6.1%	2	66.7%
Personal and culinary services	152	4.1%	0	0.0%
Visual and performing arts	151	4.1%	0	0.0%
Education	110	3.0%	0	0.0%
Mechanic and repair technologies/technicians	106	2.9%	0	0.0%
Social sciences	88	2.4%	0	0.0%
Legal professions and studies	76	2.1%	0	0.0%
Construction trades	70	1.9%	0	0.0%
Public administration and social service professions	55	1.5%	0	0.0%
Precision production	45	1.2%	0	0.0%
Communications technologies/technicians and support services	26	0.7%	0	0.0%
Psychology	25	0.7%	0	0.0%
Biological and biomedical sciences	21	0.6%	0	0.0%
Theology and religious vocations	18	0.5%	0	0.0%
Family and consumer sciences/human sciences	16	0.4%	0	0.0%
Architecture and related services	16	0.4%	0	0.0%
Parks, recreation, leisure, and fitness studies	11	0.3%	0	0.0%
Communication, journalism, and related programs	9	0.2%	0	0.0%
Engineering	8	0.2%	0	0.0%
Physical sciences	6	0.2%	0	0.0%
Agriculture, agriculture operations, and related sciences	6	0.2%	0	0.0%
Natural resources and conservation	4	0.1%	0	0.0%
Science technologies/technicians	1	0.0%	1	33.3%
Mathematics and statistics	1	0.0%	0	0.0%
English language and literature/letters	1	0.0%	0	0.0%

Source: National Center for Education Statistics (IPEDS) 2011-2013 Completions

4.2 Bachelor's Degree Completions

Millersville University's workforce region is home to approximately 19 different institutions that offer a range of bachelor's degree programs.[12] From 2011 to 2013, these institutions in MU's workforce region awarded, on average, 8,900 bachelor's degrees annually. The top three program areas in the region's bachelor degree production include:

- Business, management, marketing, and related support services,
- Health professions and related programs, and
- Education.

Of the 8,900 average annual completions of bachelor's degrees, these three program areas accounted for 40% of completions in the region.

4.2.1 Millersville University's Bachelor's Degree Completions

From 2011 to 2013, Millersville University awarded, on average, 1,500 bachelor's degrees annually. The top program areas for bachelor degrees from Millersville University include:

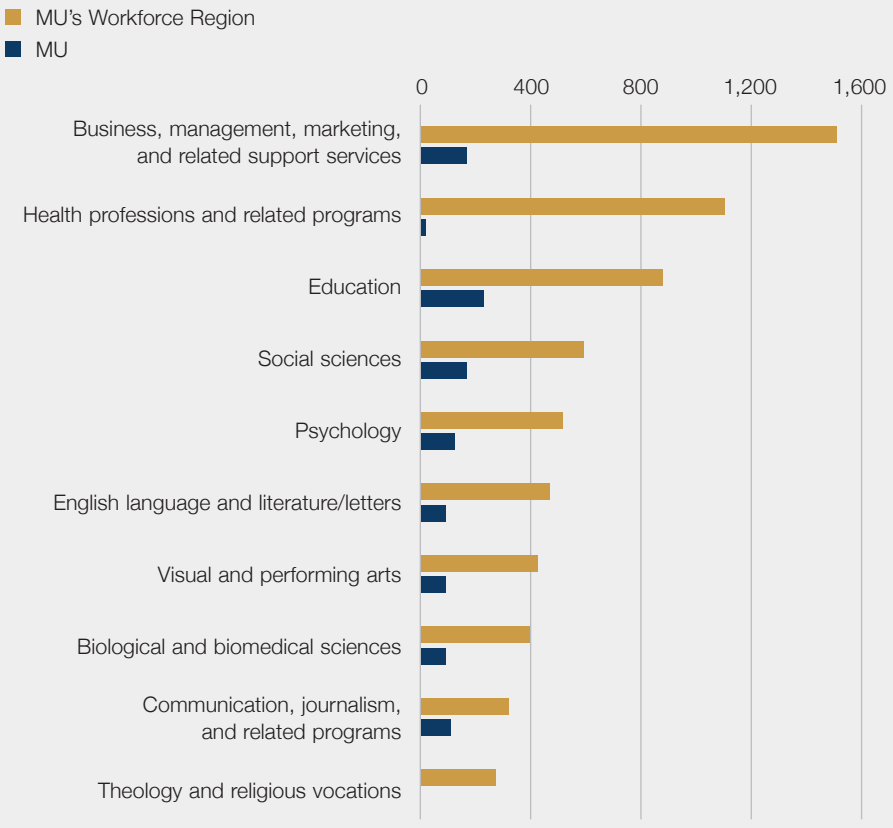
- Education,
- Business, management, marketing, and related support services, and
- Social sciences.

Of the 1,500 average annual completions of bachelor's degrees from Millersville University, these three program areas accounted for 38% of bachelor's degree completions.

Fig. 26 highlights the top program areas for bachelor's completions in MU's workforce region, along with the corresponding bachelor's completions from Millersville University.

12 This number includes the location of a physical campus/structure as reported to NCES. Institutions with extension campuses that report to their main campus may not be captured within this list.

Fig. 26: Bachelor's Degree Program Completions from Millersville University and MU's Workforce Region, 2011-2013 Annual Average



Source: National Center for Education Statistics (IPEDS) 2011-2013 Completions

Fig. 27 on the next page provides the total number of bachelor's degrees awarded in MU's workforce region by major field of study as well as the total number of bachelor's degrees awarded by Millersville University.

Fig. 27: Bachelor's Degree Total Program Completions from Millersville University and MU's Workforce Region, 2011-2013 Annual Average

Major Category	MU's Workforce Region 3-year Average Bachelor Completions	Share of Total MU's Workforce Region Bachelor Completions	MU 3-year Average Bachelor Completions	Share of Total MU Bachelor Completions
Total	**8,936**	**100.0%**	**1,510**	**100.0%**
Business, management, marketing, and related support services	1,536	17.2%	175	11.6%
Health professions and related programs	1,127	12.6%	15	1.0%
Education	890	10.0%	231	15.3%
Social sciences	599	6.7%	175	11.6%
Psychology	524	5.9%	127	8.4%
English language and literature/letters	480	5.4%	88	5.8%
Visual and performing arts	437	4.9%	94	6.2%
Biological and biomedical sciences	393	4.4%	99	6.5%
Communication, journalism, and related programs	325	3.6%	105	7.0%
Theology and religious vocations	276	3.1%	0	0.0%
Liberal arts and sciences, general studies and humanities	272	3.0%	0	0.0%
Homeland security, law enforcement, firefighting and related protective services	268	3.0%	0	0.0%
Parks, recreation, leisure, and fitness studies	243	2.7%	0	0.0%
History	226	2.5%	43	2.9%
Public administration and social service professions	201	2.2%	85	5.6%
Engineering	194	2.2%	0	0.0%
Physical sciences	171	1.9%	58	3.8%
Computer and information sciences and support services	168	1.9%	26	1.7%
Multi/interdisciplinary studies	127	1.4%	0	0.0%
Mathematics and statistics	126	1.4%	44	2.9%
Engineering technologies and engineering-related fields	109	1.2%	109	7.2%
Foreign languages, literatures, and linguistics	94	1.1%	19	1.2%
Philosophy and religious studies	48	0.5%	7	0.5%
Area, ethnic, cultural, gender, and group studies	37	0.4%	11	0.7%
Family and consumer sciences/human sciences	30	0.3%	0	0.0%
Communications technologies/technicians and support services	18	0.2%	0	0.0%
Natural resources and conservation	17	0.2%	0	0.0%

Source: National Center for Education Statistics (IPEDS) 2011-2013 Completions

4.3 Graduate Degree Completions

Millersville University's workforce region is home to approximately 19 different institutions that offer a range of graduate degree programs.[13] From 2011 to 2013, these institutions in MU's workforce region awarded, on average, 2,700 graduate degrees annually. The top three program areas in the region's graduate degree production include:

- Education,
- Health professions and related programs, and
- Business, management, marketing, and related support services.

Of the 2,700 average annual completions of graduate degrees in MU's workforce region, these three program areas accounted for 58% of graduate completions.

4.3.1 Millersville University Graduate Degree Completions

From 2011 to 2013, Millersville University awarded, on average, 270 graduate degrees annually. The top program areas for graduate degrees from Millersville University include:

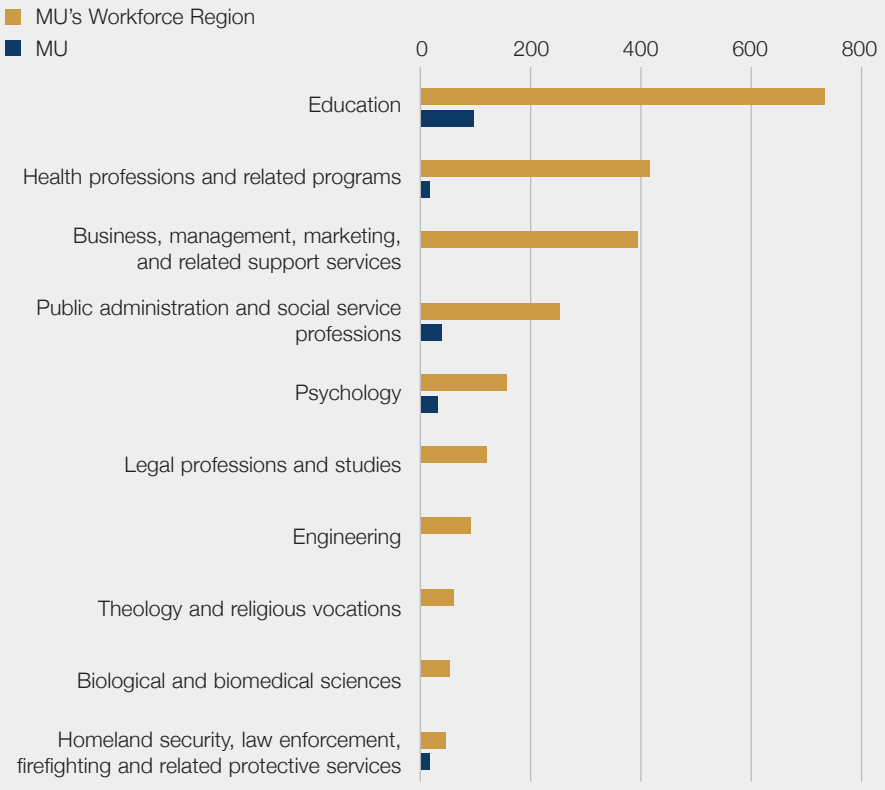
- Education,
- Public administration and social service professions, and
- Psychology.

Of the 270 average annual completions of graduate degrees from Millersville University, these three program areas accounted for 61% of graduate degree completions.

Fig. 28 highlights the top program areas for graduate completions in MU's workforce region, along with the corresponding graduate completions from Millersville University.

13 This number includes the location of a physical campus/structure as reported to NCES. Institutions with extension campuses that report to their main campus may not be captured within this list.

Fig. 28: Graduate Degree Program Completions from Millersville University and MU's Workforce Region, 2011-2013 Annual Average



Source: National Center for Education Statistics (IPEDS) 2011-2013 Completions

Fig. 29 on the next page provides the total number of graduate degrees awarded in MU's workforce region by major category as well as the total number of graduate degrees awarded by Millersville University.

The next section evaluates the combination of completions by degree type (education supply) against the demand for skilled labor by occupation to determine whether potential gaps (excess demand or supply surplus) exist within the region's postsecondary education system.

Fig. 29: Graduate Degree Total Program Completions from Millersville University and MU's Workforce Region, 2011-2013 Annual Average

Major Category	MU's Workforce Region 3-year Average Graduate Completions	Share of Total MU's Workforce Region Graduate Completions	MU 3-year Average Graduate Completions	Share of Total MU Graduate Completions
Total	**2,678**	**100.0%**	**269**	**100.0%**
Education	742	27.7%	99	36.8%
Health professions and related programs	417	15.6%	18	6.6%
Business, management, marketing, and related support services	395	14.7%	3	1.2%
Public administration and social service professions	257	9.6%	36	13.5%
Psychology	154	5.8%	29	10.8%
Legal professions and studies	121	4.5%	0	0.0%
Engineering	88	3.3%	0	0.0%
Theology and religious vocations	62	2.3%	0	0.0%
Biological and biomedical sciences	54	2.0%	1	0.4%
Homeland security, law enforcement, firefighting and related protective services	46	1.7%	16	5.8%
English language and literature/letters	46	1.7%	13	4.8%
Multi/interdisciplinary studies	44	1.6%	0	0.0%
Mathematics and statistics	37	1.4%	9	3.5%
Visual and performing arts	32	1.2%	4	1.4%
Parks, recreation, leisure, and fitness studies	31	1.1%	21	7.9%
Social sciences	30	1.1%	0	0.0%
Philosophy and religious studies	24	0.9%	0	0.0%
Area, ethnic, cultural, gender, and group studies	23	0.9%	0	0.0%
Foreign languages, literatures, and linguistics	19	0.7%	8	3.1%
History	15	0.5%	8	2.9%
Computer and information sciences and support services	13	0.5%	0	0.0%
Liberal arts and sciences, general studies and humanities	9	0.3%	0	0.0%
Physical sciences	8	0.3%	0	0.0%
Engineering technologies and engineering-related fields	8	0.3%	4	1.4%
Communication, journalism, and related programs	4	0.2%	0	0.0%

Source: National Center for Education Statistics (IPEDS) 2011-2013 Completions

5. OVERVIEW OF GAP ANALYSIS

A gap analysis comparing educational supply and occupational demand serves as a critical first step in efforts to align education programs with the workforce needs of Pennsylvania employers. It provides a data-driven perspective of employer demand (growing occupations across the state) and postsecondary education supply (degree production by program and level). This section focuses on the demand gaps and supply surpluses for skilled occupations in MU's workforce region.[14]

To make the connection between employer demand and education supply a crosswalk between the taxonomy of occupation codes (Standard Occupation Codes, or SOC) and major programs (Classification of Instructional Program or CIP) is required. The State System's Gap Analysis project conducted original research to enhance the traditional taxonomy of major program to occupation crosswalk using American Community Survey data that demonstrate a broader spectrum of connections between education programs and occupations.[15] This hybrid crosswalk connected the CIP and SOC using both the NCES and Pennsylvania standard crosswalks and the additional real-world connections using the American Community Survey.

14 Skilled occupations are occupations in Job Zones 3, 4, and 5.

15 The existing crosswalks available include a national NCES crosswalk and a state crosswalk specific to Pennsylvania. Additional connections were made using data available in the ACS.

EDUCATION TO OCCUPATION CROSSWALKS AND WHAT SETS THIS GAP ANALYSIS APART FROM PREVIOUS STUDIES

Typical gap analysis will use one of two approaches when building a crosswalk: The Department of Education (DOE) crosswalk or the American Community Survey (ACS) crosswalk.

The DOE crosswalk, completed through collaboration with the Bureau of Labor Statistics and the National Center for Education Statistics (NCES), attempts to link occupation classifications (SOC code) to their related educational programs (CIP code). The drawback is that there is often not a one-to-one connection between education programs and occupations and in even some extreme cases, education programs related to occupations do not match the reality of careers people enter. Another drawback is that occupations often employ a range of degree and non-degree completers, which reflects the reality of the labor market. For example a customer representative for a technology company may have a bachelor's degree in computer programming, whereas a customer service representative for a retail company may only have a high school diploma.

The ACS crosswalk is built on a large survey sample consisting of 160 education program codes and 261 occupation classifications (note: these are not as detailed as CIP and SOC codes), reflecting the careers individuals take after they complete their education programs. Whereas DOE's crosswalk seeks to state what should be, the ACS crosswalk states what is. This approach is very practical when dealing with education programs that don't match closely to a specific occupation (e.g. liberal arts degrees, history degrees, etc.). Additionally, ACS data provide a measure that estimates the demand for workers with various levels of postsecondary education in a given occupation. For example if 21% of customer service representatives have a bachelor's degree, then only 21% of the annual demand for customer service representatives will be counted against the supply of matching education programs.

The methodology developed for this gap analysis bridges the two approaches above. Occupations that are linked through DOE are not discounted, even if ACS suggests that there are relatively few degree completions entering the occupation field. Additionally, the use of ACS more closely captures the reality of where degree holders have found employment in Pennsylvania and surrounding states—note the geography for measuring gaps was restricted to Pennsylvania only, however occupation to education linkages were built on a multi-state region. While there are certainly exceptions to the rule, which were ultimately reviewed on a case-by-case basis as described in detail in Appendix E, the approach does capture the vast majority of relevant and compelling connections between education programs and occupations. Lastly, the methodology takes into account the labor market behavior of both employers and employees in the following ways:

- It provides a measure of education distribution by degree level demonstrating that a range of skill levels can exist within occupation classification.
- It captures the demand and range for bachelor's degree field of study within an occupation classification.*
- It provides a reality-driven process to connect bachelor's degree field of study to occupations, especially in the liberal arts programs.
- It provides a regionalized crosswalk that better reflects the competition for jobs in Pennsylvania and the surrounding region.

By modeling these features, this gap analysis accounts for issues that were not accounted for in previous gap analysis studies.

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* The ACS reports two separate pieces of information: highest level of educational attainment for an individual and major field of study for an individual's bachelor degree. The major field of study is not reported for associate's degrees or graduate degrees.

5.1 How to use the Gap Analysis

The gap analysis results are presented as two main sets of findings: demand gaps (excess employer demand) and supply surpluses. Each outcome has a different set of implications for area stakeholders, postsecondary education institutions, and learners. These outcomes are summarized briefly below and then described further in each relevant section.

The uses of a gap analysis are many and varied and include:

- **Strategic engagement:** Increased collaboration and alignment between regional employers and education programs helps ensure a competitive, vibrant regional economy. The gap analysis enables this process by helping postsecondary institutions identify areas of employer need. The analysis provides a data-driven starting point to begin conversations with employers on how postsecondary institutions can help meet education/training needs in the regional economy.
- **Enhanced program development/evaluation:** The gap analysis serves as an additional tool for decision-making in academic program planning by addressing one aspect of the external eco-system—alignment of academic programs to the regional labor market.
- **Student engagement/career guidance:** The analysis provides information that can be used for career guidance and job search. The gap analysis results can inform learners about the alignment of education programs to careers, as well as the market demand for jobs.
- **Marketing:** By highlighting information about high demand occupations that are linked to education programs, postsecondary education institutions can demonstrate how leaners will succeed after program completion. Where compelling information exists, this can be used in student recruitment efforts.

While the State System's Gap Analysis project is critical to understanding the connections between education programs and occupations, it is important to recall the caveats of this Gap Analysis report:

- When considering making adjustments to programs in degree areas related to occupations displaying gaps, further research should be considered to confirm the extent of alignment needed to arrive at equilibrium with the labor market.
- Government data that capture labor market demand lag real-time employer demand as well as higher education industry trends. As such, the gap analysis findings may lag these market changes.

- This analysis only focuses on program output as a supply pool (i.e. new graduates). However, regional workforces comprise additional pools of supply—specifically: employed workers, skilled unemployed workers, and skilled underemployed workers. When evaluating gaps, this analysis focuses on new and replacement demand, as opposed to job churn.[16] This helps to mitigate some of the issues involving the employed workforce.

Excess Employer Demand (Demand Gap)

A demand gap exists where the regional supply of talent is insufficient to support the workforce needs of businesses located there. Where such gaps exist businesses will likely seek talent from outside the area, which can become costly from an HR perspective. This especially affects small and medium sized businesses that usually do not have well-developed HR functions. Additionally,

ABSOLUTE DEMAND GAP VS. RELATIVE DEMAND GAP

Results for demand gaps in this analysis are calculated in two different ways. An absolute demand gap is a nominal comparison, wherein the supply of program completions which align to an occupation is subtracted from the demand for those aligned occupations. This produces a "headcount" of the additional number of program completions needed to meet the demand within an occupation.

A relative demand gap is a ratio of program supply to occupation demand, which is expressed as a percentage. A percentage below 100% indicates excess employer demand relatively (e.g. the number of program completers is less than the occupation demand), whereas a value over 100% indicates that there are more program completions relative to occupation demand.

This analysis factors in both the absolute measure and relative measure to enable a broader perspective for interpretation. For example, an occupation that may indicate an average annual demand for 40 jobs per year with 30 annual completers would require 25% more completions to bridge the gap (30 / 40 = 0.75). However, this absolute gap would suggest that the increased amount of program output—10 additional completers—is relatively small. Therefore for program planning purposes, both perspectives are helpful to set the context of the demand gap.

16 Replacement jobs include retirements, deaths, and other workers who permanently leave an occupation. Job churn occurs when a worker leaves one job for another, but continues working in the same occupation.

employers—especially those in more rural areas—may face higher costs as they attempt to draw in workers from more populated areas.

This creates an opportunity to expand output or develop programs. For education institutions, gaps present an opportunity for program expansion (where current programs align, but are not creating enough output). The strategy for increasing output may differ—whether capacity or learner recruitment is a constraining factors. If a program does not exist, a gap may present an opportunity for new program development.

Leaners may gain a competitive employment edge when excess employer demand exists. For learners, when demand exceeds supply, graduates in relevant disciplines usually benefit—providing opportunities for career progression and higher earnings in both the short and long term.

Supply Surplus (Supply Gap)

A supply surplus for an occupation exists when the number of program completions within a region exceeds the employer demand. This presents some key implications to consider.

ABSOLUTE SUPPLY SURPLUS VS. RELATIVE SUPPLY SURPLUS

Results for supply surpluses are calculated in two different ways. An absolute supply surplus is a nominal comparison, wherein the supply of program completions which align to an occupation is subtracted from the demand for those aligned occupations. This produces a "headcount" of the number of program completions that exceed the projected demand for a given occupation.

A relative supply surplus is a ratio of program supply to occupation demand, which is expressed as a percentage. A percent above 100% indicates a relative supply surplus (e.g. the number of program completers is more than the occupation demand).

This analysis factors both ways to enable a broader perspective for interpretation. For example, an occupation that may indicate an average annual demand for 40 jobs per year with 50 annual completers would suggest that there are about 25% more completions than the workforce demands for occupations that tie to that program (50 / 40 = 1.25). However, this absolute gap would suggest that the increased amount of program output—10 additional completers—is relatively small. Furthermore, this may indeed fall within "tolerable levels" of program supply surplus. Therefore for programming planning and evaluation purposes, both perspectives are helpful to set the context of the supply surplus.

If employer demand is less than education production in relevant occupations, learners are likely to leave the region after graduation causing learner attrition and out-migration. Surpluses in talent supply can also suppress wages for graduates in certain careers. Classic labor market economic theory suggests that increased competition for jobs will put downward pressure on wages—i.e. the more people competing for the same job gives an employer a better bargaining position for wage/salary. While a college degree in and of itself has a measured wage premium, specific programs areas may have a range of wage premiums based on the supply of new talent competing for jobs and the conditions of the labor market.

5.2 Excess Demand Gaps for Skilled Occupations

Excess demand gaps exist for many skilled occupations (occupations in Job Zones Three, Four and Five) within MU's workforce region. The degree programs that align to these occupations span associate's degrees through graduate degrees. Recall that a demand gap exists where the regional supply of talent is insufficient to support the workforce needs of businesses located there. The top excess demand gaps are identified by the size of the annual gap.

In MU's workforce region, growth in the finance and insurance sector has increased demand for business and sales occupations. Thirteen out of the top twenty demand gaps are occupations related to sales and business occupations, combining for an average annual demand gap of 1,165. The largest demand gap exists for accountants and auditors with an average annual gap of 330.

Additionally, growth in professional, technical and scientific services has driven significant demand for computer occupations, which, in-turn, has driven the demand for STEM majors.[17] Computer systems analysts; software developers, applications; computer programmers; and computer user support specialists combined for an average annual demand gap of 540.

Fig. 30 and Fig. 31 provide further detail about the top occupation gaps that reveal excess employer demand. The table includes the occupation title, occupation job zone, projected annual employer demand (for associate's degrees and higher), the annual supply of program completions (allocated to the occupation), the average annual gap, and a ratio of supply to demand (S/D Ratio).

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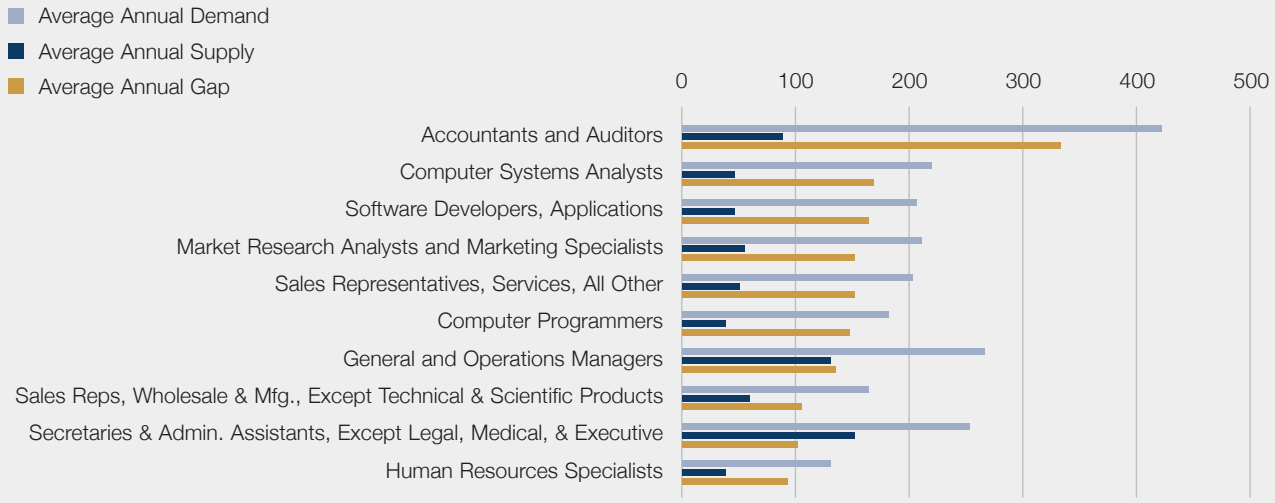
17 STEM majors include programs in the fields of Science, Technology, Engineering, and Mathematics.

Fig. 30: Top Demand Gaps for Skilled Occupations in Millersville University's Workforce Region



Source: BLS (QCEW and OES); Pennsylvania Department of Labor & Industry; Oxford Economics Projections; NCES (IPEDS 2011-2013 Completions)

Fig. 31: Top Demand Gaps for Skilled Occupations in Millersville University's Workforce Region

Occupation Title	Job Zone	Average Annual Demand	Average Annual Supply	Average Annual Gap	S/D Ratio
Accountants and Auditors	4	420	90	330	0.21
Computer Systems Analysts	4	217	47	170	0.22
Software Developers, Applications	4	207	45	162	0.22
Market Research Analysts and Marketing Specialists	4	208	55	153	0.26
Sales Representatives, Services, All Other	4	203	50	153	0.25
Computer Programmers	4	182	37	145	0.20
General and Operations Managers	4	263	130	133	0.49
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	4	163	59	104	0.36
Secretaries and Admin. Assistants, Except Legal, Medical, and Executive	3	251	150	101	0.60
Human Resources Specialists	4	130	39	91	0.30
Financial Analysts	4	115	26	89	0.23
Personal Financial Advisors	4	112	27	85	0.24
Elementary School Teachers, Except Special Education	4	202	131	71	0.65
Computer User Support Specialists	3	130	67	63	0.52
Physical Therapists	5	87	26	61	0.30
Dental Hygienists	3	78	18	60	0.23
Securities, Commodities, and Financial Services Sales Agents	4	78	18	60	0.23
Mechanical Engineers	4	67	10	57	0.15
Management Analysts	4	171	115	56	0.67
Cost Estimators	4	63	19	44	0.30

Source: BLS (QCEW and OES); Pennsylvania Department of Labor & Industry; Oxford Economics Projections; NCES (IPEDS 2011-2013 Completions)

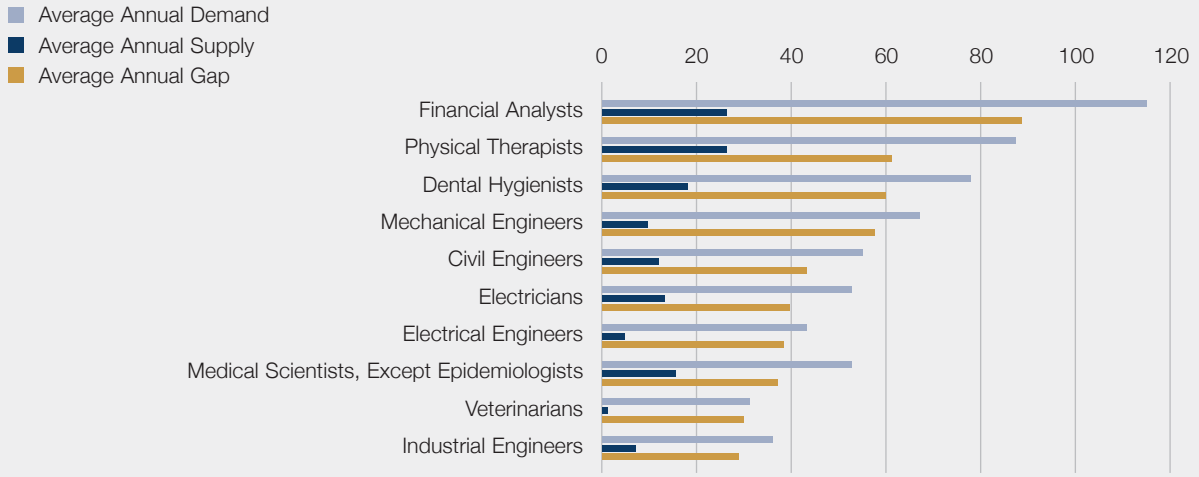
5.3 Excess Demand Gaps for Occupations Without a Millersville University Match

The breadth of programs offered at Millersville University indicates a number of strong linkages to occupations. However, many occupations within MU's workforce region show excess demand for which Millersville University did not produce completers in a matching program area. Furthermore, analysis indicates continued demand for these occupations over the next decade. Recall that a demand gap exists where the regional supply of talent is insufficient to support the workforce needs of businesses located there.

Fig. 32 displays the top excess demand gaps for occupations that did not have matching program completers at Millersville University. Financial analysts show the largest excess annual demand gap at 89. This is followed by: physical therapists, dental hygienists, mechanical engineers, and civil engineers.

Fig. 33 provides detailed information for each occupation the occupation title, occupation job zone, projected annual employer demand (for associate's degrees and higher), the annual supply of program completions (allocated to the occupation), the average annual gap, and a ratio of supply to demand (S/D Ratio).

Fig. 32: Top Demand Gaps for Skilled Occupations in Millersville University's Workforce Region Without a State System Program



Source: BLS (QCEW and OES); Pennsylvania Department of Labor & Industry; Oxford Economics Projections; NCES (IPEDS 2011-2013 Completions)

Fig. 33: Top Demand Gaps for Skilled Occupations in Millersville University's Workforce Region Without a State System Program

Occupation Title	Job Zone	Average Annual Demand	Average Annual Supply	Average Annual Gap	S/D Ratio
Financial Analysts	4	115	26	89	0.23
Physical Therapists	5	87	26	61	0.30
Dental Hygienists	3	78	18	60	0.23
Mechanical Engineers	4	67	10	57	0.15
Civil Engineers	4	55	12	43	0.22
Electricians	3	53	13	40	0.25
Electrical Engineers	4	43	5	38	0.12
Medical Scientists, Except Epidemiologists	5	53	16	37	0.30
Veterinarians	5	31	1	30	0.03
Industrial Engineers	4	36	7	29	0.19
Construction and Building Inspectors	3	29	5	24	0.17
Industrial Machinery Mechanics	3	30	6	24	0.20
Medical and Clinical Laboratory Technologists	4	27	5	22	0.19
Environmental Engineers	5	29	8	21	0.28
Medical and Clinical Laboratory Technicians	3	31	12	19	0.39
Automotive Service Technicians and Mechanics	3	41	22	19	0.54
Physicians and Surgeons, All Other	5	76	59	17	0.78
Computer-Controlled Machine Tool Operators, Metal and Plastic	3	22	5	17	0.23
Real Estate Sales Agents	3	22	6	16	0.27
Occupational Therapists	5	38	23	15	0.61

Source: BLS (QCEW and OES); Pennsylvania Department of Labor & Industry; Oxford Economics Projections; NCES (IPEDS 2011-2013 Completions)

5.4 Supply Surplus Gaps

Supply surplus gaps for skilled occupations cover occupations in Job Zones Three, Four and Five. The degree programs that align to these occupations span associate's degrees through graduate degrees. Recall that a supply surplus for an occupation exists where the number of program completions within a region exceeds the employer demand. The top supply surplus gaps are identified by the size of the annual gap.

The top supply surpluses within MU's workforce region cover a broad range of both technical and non-technical occupations. When considering program changes in degree areas related to occupations displaying a supply surplus, further research should be considered to confirm the extent of alignment needed to arrive at equilibrium with the labor market.

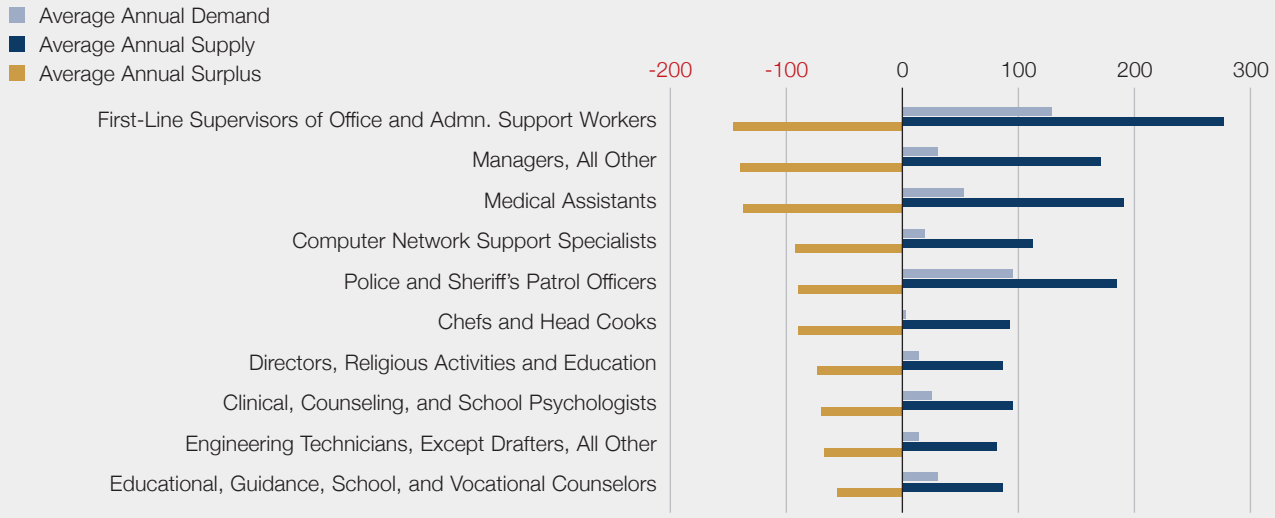
In MU's workforce region, the data reveal the number of graduates that are aligned to community and social service occupations greatly exceed the annual demand for workers by a combined annual average of 221 completions. Other occupations that indicate a supply surplus in MU's workforce region include managers, all other; medical assistants; and computer network support specialists.

The largest supply surplus gap in the region exists for first-line supervisors of office and administrative support workers with an average annual supply surplus of 141. Program completers in the top supply surplus occupations may face increased competition for occupations related to their field of study within the region.

Fig. 34 illustrates the top supply surpluses for skilled occupations in MU's workforce region. Fig. 35 provides the occupation title, occupation job zone, projected annual employer demand (for associate's degrees and higher), the annual supply of program completions (allocated to the occupation), the average annual gap, and a ratio of supply to demand (S/D Ratio).

This section provided an overview of gaps from the perspective of excess demand and supply surpluses. It is intended to set the data-driven foundation for understanding current alignment of education production in MU's workforce region compared to the region's employer demand for graduates in specific program areas. Results for the gaps are largely driven by industry employment growth. As market conditions change, the resulting demand for skilled workers will also change. Therefore, results of this analysis should be taken in the context of changing industry sector employment and occupational demand.

Fig. 34: Top Supply Surplus Gaps for Skilled Occupations in Millersville University's Workforce Region



Source: BLS (QCEW and OES); Pennsylvania Department of Labor & Industry; Oxford Economics Projections; NCES (IPEDS 2011-2013 Completions)

Fig. 35: Top Supply Surplus Gaps for Skilled Occupations in Millersville University's Workforce Region

Occupation Title	Job Zone	Average Annual Demand	Average Annual Supply	Average Annual Gap	S/D Ratio
First-Line Supervisors of Office and Administrative Support Workers	3	125	266	-141	2.13
Managers, All Other	4	29	165	-136	5.69
Medical Assistants	3	50	183	-133	3.66
Computer Network Support Specialists	4	19	108	-89	5.68
Police and Sheriff's Patrol Officers	3	93	179	-86	1.92
Chefs and Head Cooks	3	4	90	-86	22.50
Directors, Religious Activities and Education	4	14	85	-71	6.07
Clinical, Counseling, and School Psychologists	5	23	91	-68	3.96
Engineering Technicians, Except Drafters, All Other	3	13	78	-65	6.00
Educational, Guidance, School, and Vocational Counselors	5	31	84	-53	2.71
Paralegals and Legal Assistants	3	34	87	-53	2.56
Clergy	5	10	62	-52	6.20
Architectural and Civil Drafters	4	9	57	-48	6.33
Instructional Coordinators	5	9	57	-48	6.33
Substitute Teachers	3	30	76	-46	2.53
Social and Human Service Assistants	4	72	117	-45	1.63
Medical and Health Services Managers	5	46	85	-39	1.85
Registered Nurses	3	688	726	-38	1.06
Editors	4	13	46	-33	3.54
Biological Scientists, All Other	5	2	33	-31	16.50

Source: BLS (QCEW and OES); Pennsylvania Department of Labor & Industry; Oxford Economics Projections; NCES (IPEDS 2011-2013 Completions)

6. CONCLUSION

The State System Gap Analysis report provides a data-driven foundation for program planning and alignment in order to drive economic value and career success within the state and its regions. The analysis itself is not the solution, but can lend credible insight to guide decision-making at the strategic level. The content is designed to be a starting point and resource for program evaluation and planning.

It is important to remember that the results for the gaps are largely driven by industry employment growth. As labor market conditions change, the resulting demand for skilled workers will also change. Therefore, the results of this analysis should be taken in a context of changing industry sector employment and occupational demand.

Additionally, areas of future research should be considered when considering program evaluation and planning. These areas include (but are not limited to):

- Strong vs. weak occupation to education alignment,
- Wage trend research and supply/demand effects on wages,
- Career pathways, outcomes, and lifetime earnings,
- Issues of mal-employment[18] and underemployment,[19] and
- Program alignment best practices.

As more insights into the connections between education programs and labor market outcomes are gained, students, universities, workers, and employers will all benefit significantly.

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18 Mal-employment is a specific type of underemployment that exists in the labor market. This occurs when college-educated workers choose to work in occupations that do not utilize the skills and abilities gained in college. An example of this would include a person who has a bachelor's degree in political science but works as bartender. For more on mal-employment see Harrington and Fogg (2011) "Rising Mal-Employment and the Great Recession: The Growing Disconnection between Recent College Graduates and the College Labor Market."

19 Underemployment occurs in the labor market when workers' skills, experience, and willingness to work are not fully utilized. An example of this would include a person who is employed part-time but wants to work full-time.

7. ABOUT THE STATE SYSTEM'S GAP ANALYSIS PROJECT

The gap analysis methodology and report was produced through a multi-organization collaboration that consisted of Pennsylvania's State System of Higher Education Office of the Chancellor and Oxford Economics USA Inc.—the team. Throughout the project and research process, the team sought feedback and insight from senior administration and representatives from each of the 14 State System Universities. The team also drew on insight and feedback from Georgetown University's Center on Education and the Workforce as well as subject matter experts involved in labor market intelligence and education program alignment.

The modeling and results presented here are based on information provided by third parties, upon which Oxford Economics has relied in producing its report and forecasts in good faith. Any subsequent revision or update of those data will affect the assessments and projections shown.

Oxford Economics is a key adviser to corporate, financial, government and education decision-makers and thought leaders. Oxford Economics' worldwide client base now comprises over 1000 international organizations, including leading multinational companies and financial institutions; key government bodies and trade associations; and top universities, consultancies, and think tanks.

This report is confidential to stakeholders of Pennsylvania's State System of Higher Education and may not be published or distributed without their prior written permission. Contact information for such request is provided below:

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8. DATA SOURCES KEY

Bureau of Labor Statistics (BLS):

- QCEW - Quarterly Census of Employment & Wages - http://www.bls.gov/cew/
- OES – Occupational Employment Statistics - http://www.bls.gov/oes/
- LAUS – Local Area Unemployment Statistics - http://www.bls.gov/lau/

U.S. Census Bureau (Census):

- LEHD – Longitudinal Employer-Household Dynamics - http://lehd.ces.census.gov/
- ACS – American Community Survey - http://www.census.gov/acs/www/
- SAIPE – Small Area Income and Poverty Estimates - http://www.census.gov/did/www/saipe/

National Center for Education Statistics (NCES):

- IPEDS – Integrated Postsecondary Education Data System (National Center for Education Statistics) - https://nces.ed.gov/ipeds/

Pennsylvania Department of Labor and Industry (PADLI):

- www.paworkstats.pa.gov

O*NET Resource Center (O*NET)

- Job Zones – www.onetonline.org/help/online/zones

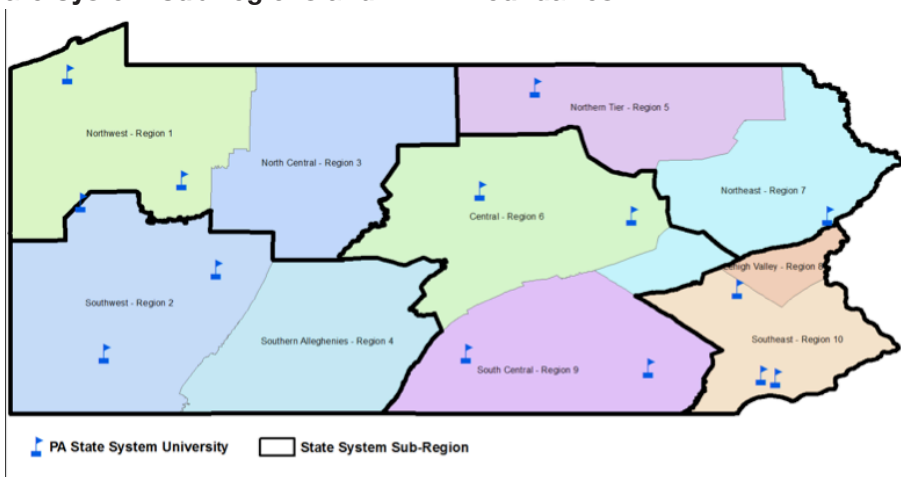
Economic Modeling Specialists International (EMSI)

APPENDIX A: STATE SYSTEM SUB-REGIONS WITH PREP REGIONS AND WIA REGIONS

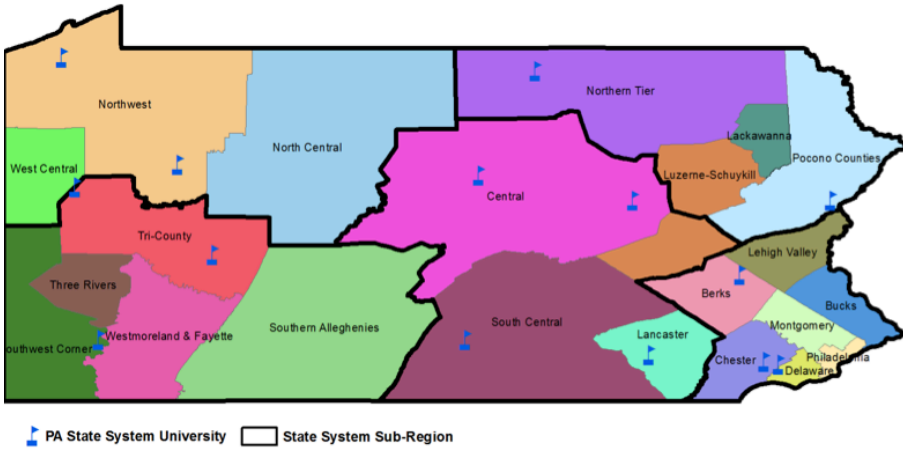
Partnerships for Regional Economic Performance (PREP) regions provide geographic context of how the Pennsylvania Department of Community & Economic Development divides resources and services to support business development, start-ups, investment and other economic development initiatives. To define sub-regions for this project, PREP regions served as the starting point. The following figures outline the sub-regions in relation to PREP regions.

An additional map of Pennsylvania's Workforce Investment Act (WIA) regional boundaries is also provided.

State System Sub-regions and PREP Boundaries



State System Sub-regions and WIA Boundaries



APPENDIX B: O*NET JOB ZONE CODES

The O*NET program is the nation's primary source of occupational information. Central to the project is the O*NET database, containing information on hundreds of standardized and occupation-specific descriptors. The database, which is available to the public at no cost, is continually updated by surveying a broad range of workers from each occupation.[20]

JOB ZONE ONE: Little or No Preparation Needed

- *Education* – Some of these occupations may require a high school diploma or GED certificate.
- *Related Experience* – Little or no previous work-related skill, knowledge, or experience is needed for these occupations. For example, a person can become a waiter or waitress even if he/she has never worked before.
- *Job Training* – Employees in these occupations need anywhere from a few days to a few months of training. Usually, an experienced worker could show you how to do the job.
- *Job Zone Examples* – These occupations involve following instructions and helping others. Examples include taxi drivers, amusement and recreation attendants, counter and rental clerks, nonfarm animal caretakers, continuous mining machine operators, and waiters/waitresses.

JOB ZONE TWO: Some Preparation Needed

- *Education* – These occupations usually require a high school diploma.
- *Related Experience* – Some previous work-related skill, knowledge, or experience is usually needed. For example, a teller would benefit from experience working directly with the public.
- *Job Training* – Employees in these occupations need anywhere from a few months to one year of working with experienced employees. A recognized apprenticeship program may be associated with these occupations.

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20 http://www.onetcenter.org/overview.html

- *Job Zone Examples* – These occupations often involve using your knowledge and skills to help others. Examples include sheet metal workers, forest fire fighters, customer service representatives, physical therapist aides, salespersons (retail), and tellers.

JOB ZONE THREE: Medium Preparation Needed

- *Education* – Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree.
- *Related Experience* – Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.
- *Job Training* – Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers. A recognized apprenticeship program may be associated with these occupations.
- *Job Zone Examples* – These occupations usually involve using communication and organizational skills to coordinate, supervise, manage, or train others to accomplish goals. Examples include food service managers, electricians, agricultural technicians, legal secretaries, occupational therapy assistants, and medical assistants.

JOB ZONE FOUR: Considerable Preparation Needed

- *Education* – Most of these occupations require a four-year bachelor's degree, but some do not.
- *Related Experience* – A considerable amount of work-related skill, knowledge, or experience is needed for these occupations. For example, an accountant must complete four years of college and work for several years in accounting to be considered qualified.
- *Job Training* – Employees in these occupations usually need several years of work-related experience, on-the-job training, and/or vocational training.
- *Job Zone Examples* – Many of these occupations involve coordinating, supervising, managing, or training others. Examples include accountants, sales managers, database administrators, teachers, chemists, art directors, and cost estimators.

JOB ZONE FIVE: Extensive Preparation Needed

- *Education* – Most of these occupations require graduate school. For example, they may require a master's degree, and some require a Ph.D., M.D., or J.D. (law degree).
- *Related Experience* – Extensive skill, knowledge, and experience are needed for these occupations. Many require more than five years of experience. For example, surgeons must complete four years of college and an additional five to seven years of specialized medical training to be able to do their job.
- *Job Training* – Employees may need some on-the-job training, but most of these occupations assume that the person will already have the required skills, knowledge, work-related experience, and/or training.
- *Job Zone Examples* – These occupations often involve coordinating, training, supervising, or managing the activities of others to accomplish goals. Very advanced communication and organizational skills are required. Examples include librarians, lawyers, sports medicine physicians, wildlife biologists, school psychologists, surgeons, treasurers, and controllers.

APPENDIX C: STRONG, LIMITED AND WEAK EDUCATION PROGRAM TO OCCUPATION CONNECTIONS[21]

	Direct Connection	Limited Connection	Weak Connection
Surplus	Definitive surplus of graduates to projected demand; indicates strong market relationship between CIP and SOC(s) suggesting limited need for additional investments in program.	Apparent surplus of graduates in most related occupations. Likely intense competition for limited job opportunities. Moderate occupation ties require identification of special market links prior to added program investments.	Data indicates surplus of graduates likely, however the weak connection of the education program to specific occupations does not conform to traditionalsupply/demand data analysis.
Balanced	Balanced supply of graduates relative to demand. Job competition for newly minted graduates will be competitive, but opportunities in related occupations exist.	Apparent balanced supply of graduates relative to job demand in most related occupations. Data may be indeterminate relative to labor surplus or shortage situation. Added program review required to determine if greater labor market opportunities are present due to emerging or evolving occupations.	Data indicates balanced supply of graduates likely, but the weak connection to specific occupations does not conform to traditional supply/ demand data analysis. Review occupational connections in CIP to SOC crosswalk to determine possible job market opportunities.
Gap	Definitive gap of completers relative to occupation demand. Data indicates likely shortages. Program is a strong candidate for additional resources and targeted recruitment efforts increase supply.	Apparent gap of graduates relative to job demand in at least one closely related occupation. Job opportunities may exist in at least one other related occupation. More research worthwhile to determine possible added occupation connections.	Data indicates gap of graduates likely, but weak connection to specific occupations does not conform to traditional supply/ demand data analysis. Related jobs may exist but are not directly connected to the program. Review crosswalk for possible occupation links.

21 The relationship matrix is drawn from: Labor Supply/Demand Analysis: Approaches and Concerns (2010) by Richard Froeschle formerly of the Texas Workforce Commission's Labor Market and Career Information (LMCI). While this context is important to know, Oxford Economics' methodology sought to minimize these issues by developing a crosswalk that uses real world education program to occupation matches through U.S. Census ACS data to more closely reflect the careers program completers actually enter into after graduation.

APPENDIX D: 4-DIGIT INDUSTRY EMPLOYMENT PROJECTIONS

The table below displays the employment numbers for industries at the four-digit NAICS level in MU's workforce region in 2010, 2014, and 2024. It also provides the detailed NAICS code, industry title, 2014 industry LQ, and projected job growth to 2024.

NAICS Code	Industry Title	2014 LQ	2014 Jobs	2024 Jobs	% Change 2014-2024
Total	**All Industries**	**1.0**	**886,152**	**982,485**	**10.9%**
1111	Oilseed and Grain Farming	0.6	224	257	14.7%
1112	Vegetable and Melon Farming	0.2	151	147	-2.6%
1113	Fruit and Tree Nut Farming	0.2	266	295	10.9%
1114	Greenhouse, Nursery, and Floriculture Production	5.6	5,246	5,165	-1.5%
1119	Other Crop Farming	0.2	95	105	10.5%
1121	Cattle Ranching and Farming	0.7	714	754	5.6%
1122	Hog and Pig Farming	0.6	121	118	-2.5%
1123	Poultry and Egg Production	2.9	741	802	8.2%
1124	Sheep and Goat Farming	0.5	5	6	20.0%
1125	Aquaculture	0.7	29	32	10.3%
1129	Other Animal Production	2.5	313	338	8.0%
1131	Timber Tract Operations	0.2	9	11	22.2%
1133	Logging	0.2	56	52	-7.1%
1142	Hunting and Trapping	0.5	6	0	-100.0%
1151	Support Activities for Crop Production	0.7	1,361	1,731	27.2%
1152	Support Activities for Animal Production	2.7	496	547	10.3%
1153	Support Activities for Forestry	0.3	28	37	32.1%
2111	Oil and Gas Extraction	0.0	7	7	0.0%
2121	Coal Mining	0.1	33	29	-12.1%
2123	Nonmetallic Mineral Mining and Quarrying	1.3	745	818	9.8%
2131	Support Activities for Mining	0.0	137	160	16.8%
2211	Electric Power Generation, Transmission and Distribution	0.7	2,042	1,837	-10.0%
2212	Natural Gas Distribution	0.5	409	413	1.0%
2213	Water, Sewage and Other Systems	1.0	1,344	1,271	-5.4%

NAICS Code	Industry Title	2014 LQ	2014 Jobs	2024 Jobs	% Change 2014-2024
2361	Residential Building Construction	1.3	5,464	6,661	21.9%
2362	Nonresidential Building Construction	1.2	5,548	6,578	18.6%
2371	Utility System Construction	1.1	3,189	4,259	33.6%
2372	Land Subdivision	0.3	89	124	39.3%
2373	Highway, Street, and Bridge Construction	0.6	1,569	1,942	23.8%
2379	Other Heavy and Civil Engineering Construction	0.4	249	292	17.3%
2381	Foundation, Structure, and Building Exterior Contractors	1.2	5,677	6,861	20.9%
2382	Building Equipment Contractors	1.1	12,552	14,823	18.1%
2383	Building Finishing Contractors	0.9	4,218	5,079	20.4%
2389	Other Specialty Trade Contractors	1.3	4,842	5,877	21.4%
3111	Animal Food Manufacturing	2.4	847	818	-3.4%
3112	Grain and Oilseed Milling	1.0	395	398	0.8%
3113	Sugar and Confectionery Product Manufacturing	7.1	3,224	3,261	1.1%
3114	Fruit and Vegetable Preserving and Specialty Food Manufacturing	1.4	1,533	1,540	0.5%
3115	Dairy Product Manufacturing	2.2	1,951	1,862	-4.6%
3116	Animal Slaughtering and Processing	1.3	4,162	4,423	6.3%
3117	Seafood Product Preparation and Packaging	0.2	47	53	12.8%
3118	Bakeries and Tortilla Manufacturing	1.8	3,443	3,320	-3.6%
3119	Other Food Manufacturing	3.9	4,806	4,929	2.6%
3121	Beverage Manufacturing	0.6	794	925	16.5%
3122	Tobacco Manufacturing	1.0	87	83	-4.6%
3131	Fiber, Yarn, and Thread Mills	0.2	36	20	-44.4%
3132	Fabric Mills	0.4	136	98	-27.9%
3133	Textile and Fabric Finishing and Fabric Coating Mills	0.5	100	86	-14.0%
3141	Textile Furnishings Mills	0.4	144	146	1.4%
3149	Other Textile Product Mills	0.5	204	153	-25.0%
3151	Apparel Knitting Mills	0.7	61	34	-44.3%
3152	Cut and Sew Apparel Manufacturing	0.6	420	226	-46.2%
3159	Apparel Accessories and Other Apparel Manufacturing	2.1	160	145	-9.4%
3161	Leather and Hide Tanning and Finishing	5.3	153	185	20.9%
3162	Footwear Manufacturing	0.2	15	18	20.0%
3169	Other Leather and Allied Product Manufacturing	1.4	103	96	-6.8%
3211	Sawmills and Wood Preservation	0.5	273	359	31.5%
3212	Veneer, Plywood, and Engineered Wood Product Manufacturing	1.8	824	1,056	28.2%
3219	Other Wood Product Manufacturing	2.0	2,711	3,214	18.6%
3221	Pulp, Paper, and Paperboard Mills	1.1	740	628	-15.1%
3222	Converted Paper Product Manufacturing	2.1	3,658	4,012	9.7%
3231	Printing and Related Support Activities	2.6	7,665	6,531	-14.8%

NAICS Code	Industry Title	2014 LQ	2014 Jobs	2024 Jobs	% Change 2014-2024
3241	Petroleum and Coal Products Manufacturing	0.9	625	597	-4.5%
3251	Basic Chemical Manufacturing	0.3	252	215	-14.7%
3252	Resin, Synthetic Rubber, and Artificial Synthetic Fibers and Filaments Manufacturing	0.9	535	629	17.6%
3253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing	1.1	258	277	7.4%
3254	Pharmaceutical and Medicine Manufacturing	1.4	2,533	2,539	0.2%
3255	Paint, Coating, and Adhesive Manufacturing	0.8	327	353	8.0%
3256	Soap, Cleaning Compound, and Toilet Preparation Manufacturing	1.2	830	841	1.3%
3259	Other Chemical Product and Preparation Manufacturing	0.9	501	552	10.2%
3261	Plastics Product Manufacturing	1.6	5,680	5,878	3.5%
3262	Rubber Product Manufacturing	0.4	342	373	9.1%
3271	Clay Product and Refractory Manufacturing	1.3	321	373	16.2%
3272	Glass and Glass Product Manufacturing	0.4	208	198	-4.8%
3273	Cement and Concrete Product Manufacturing	1.7	1,952	2,126	8.9%
3274	Lime and Gypsum Product Manufacturing	1.1	103	122	18.4%
3279	Other Nonmetallic Mineral Product Manufacturing	0.8	388	501	29.1%
3311	Iron and Steel Mills and Ferroalloy Manufacturing	1.6	959	922	-3.9%
3312	Steel Product Manufacturing from Purchased Steel	2.5	962	1,020	6.0%
3313	Alumina and Aluminum Production and Processing	3.6	1,348	1,613	19.7%
3314	Nonferrous Metal (except Aluminum) Production and Processing	1.9	769	757	-1.6%
3315	Foundries	2.4	1,988	1,920	-3.4%
3321	Forging and Stamping	1.3	851	780	-8.3%
3322	Cutlery and Handtool Manufacturing	0.7	178	190	6.7%
3323	Architectural and Structural Metals Manufacturing	2.1	4,846	5,263	8.6%
3324	Boiler, Tank, and Shipping Container Manufacturing	2.1	1,330	1,479	11.2%
3325	Hardware Manufacturing	1.9	298	347	16.4%
3326	Spring and Wire Product Manufacturing	2.6	726	779	7.3%
3327	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	1.1	2,554	2,583	1.1%
3328	Coating, Engraving, Heat Treating, and Allied Activities	0.9	772	886	14.8%
3329	Other Fabricated Metal Product Manufacturing	1.0	1,843	2,026	9.9%
3331	Agriculture, Construction, and Mining Machinery Manufacturing	1.1	1,720	1,602	-6.9%
3332	Industrial Machinery Manufacturing	1.2	815	771	-5.4%
3333	Commercial and Service Industry Machinery Manufacturing	0.5	267	218	-18.4%
3334	Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing	2.2	1,801	1,816	0.8%
3335	Metalworking Machinery Manufacturing	1.2	1,397	1,404	0.5%
3336	Engine, Turbine, and Power Transmission Equipment Manufacturing	1.6	1,010	880	-12.9%
3339	Other General Purpose Machinery Manufacturing	1.2	2,101	2,274	8.2%
3341	Computer and Peripheral Equipment Manufacturing	0.2	234	178	-23.9%

NAICS Code	Industry Title	2014 LQ	2014 Jobs	2024 Jobs	% Change 2014-2024
3342	Communications Equipment Manufacturing	1.5	895	725	-19.0%
3343	Audio and Video Equipment Manufacturing	1.4	186	164	-11.8%
3344	Semiconductor and Other Electronic Component Manufacturing	1.0	2,504	2,278	-9.0%
3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	0.5	1,271	1,272	0.1%
3346	Manufacturing and Reproducing Magnetic and Optical Media	5.3	583	614	5.3%
3351	Electric Lighting Equipment Manufacturing	0.3	106	109	2.8%
3352	Household Appliance Manufacturing	1.0	393	419	6.6%
3353	Electrical Equipment Manufacturing	0.7	665	675	1.5%
3359	Other Electrical Equipment and Component Manufacturing	3.9	3,222	2,973	-7.7%
3361	Motor Vehicle Manufacturing	0.0	0	0	0.0%
3362	Motor Vehicle Body and Trailer Manufacturing	1.1	977	1,139	16.6%
3363	Motor Vehicle Parts Manufacturing	0.5	1,745	1,776	1.8%
3364	Aerospace Product and Parts Manufacturing	0.7	2,134	2,455	15.0%
3365	Railroad Rolling Stock Manufacturing	2.0	357	444	24.4%
3369	Other Transportation Equipment Manufacturing	5.8	1,215	1,166	-4.0%
3371	Household and Institutional Furniture and Kitchen Cabinet Manufacturing	1.9	2,901	2,774	-4.4%
3372	Office Furniture (including Fixtures) Manufacturing	0.8	532	556	4.5%
3379	Other Furniture Related Product Manufacturing	0.2	33	27	-18.2%
3391	Medical Equipment and Supplies Manufacturing	1.5	3,066	2,765	-9.8%
3399	Other Miscellaneous Manufacturing	1.2	2,181	2,276	4.4%
4231	Motor Vehicle and Motor Vehicle Parts and Supplies Merchant Wholesalers	2.3	4,942	5,374	8.7%
4232	Furniture and Home Furnishing Merchant Wholesalers	0.4	249	258	3.6%
4233	Lumber and Other Construction Materials Merchant Wholesalers	1.1	1,404	1,547	10.2%
4234	Professional and Commercial Equipment and Supplies Merchant Wholesalers	1.3	5,112	4,991	-2.4%
4235	Metal and Mineral (except Petroleum) Merchant Wholesalers	0.9	738	758	2.7%
4236	Household Appliances and Electrical and Electronic Goods Merchant Wholesalers	1.1	2,241	2,109	-5.9%
4237	Hardware, and Plumbing and Heating Equipment and Supplies Merchant Wholesalers	0.9	1,373	1,590	15.8%
4238	Machinery, Equipment, and Supplies Merchant Wholesalers	1.2	5,179	5,763	11.3%
4239	Miscellaneous Durable Goods Merchant Wholesalers	0.8	1,502	1,803	20.0%
4241	Paper and Paper Product Merchant Wholesalers	0.9	721	831	15.3%
4242	Drugs and Druggists' Sundries Merchant Wholesalers	1.4	1,763	2,155	22.2%
4243	Apparel, Piece Goods, and Notions Merchant Wholesalers	0.4	420	375	-10.7%
4244	Grocery and Related Product Merchant Wholesalers	1.3	6,133	7,149	16.6%
4245	Farm Product Raw Material Merchant Wholesalers	0.5	225	233	3.6%
4246	Chemical and Allied Products Merchant Wholesalers	0.5	432	481	11.3%
4247	Petroleum and Petroleum Products Merchant Wholesalers	1.0	657	613	-6.7%

NAICS Code	Industry Title	2014 LQ	2014 Jobs	2024 Jobs	% Change 2014-2024
4248	Beer, Wine, and Distilled Alcoholic Beverage Merchant Wholesalers	0.3	373	399	7.0%
4249	Miscellaneous Nondurable Goods Merchant Wholesalers	0.9	1,861	1,707	-8.3%
4251	Wholesale Electronic Markets and Agents and Brokers	1.5	8,897	10,114	13.7%
4411	Automobile Dealers	1.2	8,889	10,476	17.9%
4412	Other Motor Vehicle Dealers	0.7	646	696	7.7%
4413	Automotive Parts, Accessories, and Tire Stores	0.7	2,513	2,754	9.6%
4421	Furniture Stores	0.9	1,202	1,150	-4.3%
4422	Home Furnishings Stores	1.0	1,606	1,650	2.7%
4431	Electronics and Appliance Stores	0.8	2,492	2,503	0.4%
4441	Building Material and Supplies Dealers	0.9	6,522	7,201	10.4%
4442	Lawn and Garden Equipment and Supplies Stores	1.3	1,238	1,197	-3.3%
4451	Grocery Stores	1.2	20,404	21,045	3.1%
4452	Specialty Food Stores	1.3	1,958	2,007	2.5%
4453	Beer, Wine, and Liquor Stores	0.9	956	1,092	14.2%
4461	Health and Personal Care Stores	0.8	5,585	5,551	-0.6%
4471	Gasoline Stations	1.1	6,353	6,445	1.4%
4481	Clothing Stores	0.8	5,584	5,326	-4.6%
4482	Shoe Stores	0.9	1,171	1,216	3.8%
4483	Jewelry, Luggage, and Leather Goods Stores	0.8	713	688	-3.5%
4511	Sporting Goods, Hobby, and Musical Instrument Stores	1.1	3,645	3,940	8.1%
4512	Book Stores and News Dealers	0.9	521	396	-24.0%
4521	Department Stores	0.8	7,075	6,267	-11.4%
4529	Other General Merchandise Stores	0.7	7,841	8,209	4.7%
4531	Florists	1.4	553	510	-7.8%
4532	Office Supplies, Stationery, and Gift Stores	1.0	1,951	1,546	-20.8%
4533	Used Merchandise Stores	1.1	1,172	1,479	26.2%
4539	Other Miscellaneous Store Retailers	1.2	2,314	2,565	10.8%
4541	Electronic Shopping and Mail-Order Houses	1.8	3,703	4,180	12.9%
4542	Vending Machine Operators	1.0	231	229	-0.9%
4543	Direct Selling Establishments	2.0	1,710	1,789	4.6%
4811	Scheduled Air Transportation	0.1	343	320	-6.7%
4812	Nonscheduled Air Transportation	0.1	31	38	22.6%
4831	Deep Sea, Coastal, and Great Lakes Water Transportation	0.0	0	0	0.0%
4832	Inland Water Transportation	0.2	31	40	29.0%
4841	General Freight Trucking	1.3	8,321	10,485	26.0%
4842	Specialized Freight Trucking	1.0	2,982	3,752	25.8%
4851	Urban Transit Systems	0.2	278	273	-1.8%
4852	Interurban and Rural Bus Transportation	0.0	0	0	0.0%

NAICS Code	Industry Title	2014 LQ	2014 Jobs	2024 Jobs	% Change 2014-2024
4853	Taxi and Limousine Service	0.5	281	321	14.2%
4854	School and Employee Bus Transportation	2.6	4,147	4,447	7.2%
4855	Charter Bus Industry	1.7	321	351	9.3%
4859	Other Transit and Ground Passenger Transportation	0.8	501	595	18.8%
4862	Pipeline Transportation of Natural Gas	1.0	181	224	23.8%
4869	Other Pipeline Transportation	0.3	18	15	-16.7%
4871	Scenic and Sightseeing Transportation, Land	0.8	69	82	18.8%
4872	Scenic and Sightseeing Transportation, Water	0.3	28	36	28.6%
4879	Scenic and Sightseeing Transportation, Other	0.0	0	0	0.0%
4881	Support Activities for Air Transportation	0.2	357	399	11.8%
4882	Support Activities for Rail Transportation	0.7	148	162	9.5%
4883	Support Activities for Water Transportation	0.0	26	33	26.9%
4884	Support Activities for Road Transportation	1.3	929	1,402	50.9%
4885	Freight Transportation Arrangement	0.5	587	724	23.3%
4889	Other Support Activities for Transportation	2.1	428	501	17.1%
4911	Postal Service	1.1	4,126	3,098	-24.9%
4921	Couriers and Express Delivery Services	1.6	5,263	5,562	5.7%
4922	Local Messengers and Local Delivery	0.6	195	233	19.5%
4931	Warehousing and Storage	2.4	11,463	14,196	23.8%
5111	Newspaper, Periodical, Book, and Directory Publishers	1.1	2,949	2,711	-8.1%
5112	Software Publishers	0.6	1,174	1,413	20.4%
5121	Motion Picture and Video Industries	0.3	820	848	3.4%
5122	Sound Recording Industries	0.6	63	63	0.0%
5151	Radio and Television Broadcasting	0.9	1,268	1,233	-2.8%
5152	Cable and Other Subscription Programming	0.0	0	0	0.0%
5171	Wired Telecommunications Carriers	0.9	3,558	3,282	-7.8%
5172	Wireless Telecommunications Carriers (except Satellite)	0.5	556	470	-15.5%
5174	Satellite Telecommunications	0.3	18	19	5.6%
5179	Other Telecommunications	0.3	179	129	-27.9%
5182	Data Processing, Hosting, and Related Services	1.0	1,820	1,823	0.2%
5191	Other Information Services	0.6	1,305	1,493	14.4%
5221	Depository Credit Intermediation	0.9	9,588	9,401	-2.0%
5222	Nondepository Credit Intermediation	0.4	1,506	1,450	-3.7%
5223	Activities Related to Credit Intermediation	0.2	439	432	-1.6%
5231	Securities and Commodity Contracts Intermediation and Brokerage	0.3	938	1,007	7.4%
5232	Securities and Commodity Exchanges	0.1	3	4	33.3%
5239	Other Financial Investment Activities	4.4	12,375	15,939	28.8%
5241	Insurance Carriers	1.3	9,894	10,600	7.1%

NAICS Code	Industry Title	2014 LQ	2014 Jobs	2024 Jobs	% Change 2014-2024
5242	Agencies, Brokerages, and Other Insurance Related Activities	1.2	8,096	9,130	12.8%
5251	Insurance and Employee Benefit Funds	0.0	1	0	-100.0%
5259	Other Investment Pools and Funds	0.0	0	0	0.0%
5311	Lessors of Real Estate	0.6	2,562	2,981	16.4%
5312	Offices of Real Estate Agents and Brokers	0.7	1,320	1,515	14.8%
5313	Activities Related to Real Estate	0.4	1,715	1,893	10.4%
5321	Automotive Equipment Rental and Leasing	0.9	1,094	1,293	18.2%
5322	Consumer Goods Rental	0.6	639	713	11.6%
5323	General Rental Centers	1.0	266	317	19.2%
5324	Commercial and Industrial Machinery and Equipment Rental and Leasing	1.7	1,593	2,040	28.1%
5331	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	0.3	42	53	26.2%
5411	Legal Services	0.7	5,246	5,402	3.0%
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	0.7	4,680	5,167	10.4%
5413	Architectural, Engineering, and Related Services	0.9	8,209	9,476	15.4%
5414	Specialized Design Services	0.6	492	697	41.7%
5415	Computer Systems Design and Related Services	1.2	14,559	18,951	30.2%
5416	Management, Scientific, and Technical Consulting Services	1.1	8,579	11,142	29.9%
5417	Scientific Research and Development Services	1.0	4,267	5,897	38.2%
5418	Advertising, Public Relations, and Related Services	0.8	2,442	2,740	12.2%
5419	Other Professional, Scientific, and Technical Services	1.1	4,409	5,204	18.0%
5511	Management of Companies and Enterprises	1.5	20,867	25,009	19.8%
5611	Office Administrative Services	0.1	220	222	0.9%
5612	Facilities Support Services	0.8	696	981	40.9%
5613	Employment Services	1.0	21,965	29,551	34.5%
5614	Business Support Services	0.5	2,687	2,936	9.3%
5615	Travel Arrangement and Reservation Services	0.8	1,018	1,130	11.0%
5616	Investigation and Security Services	0.6	3,168	3,892	22.9%
5617	Services to Buildings and Dwellings	1.0	12,551	14,973	19.3%
5619	Other Support Services	0.9	1,728	2,235	29.3%
5621	Waste Collection	1.0	1,076	1,258	16.9%
5622	Waste Treatment and Disposal	1.4	1,142	1,297	13.6%
5629	Remediation and Other Waste Management Services	1.1	997	1,189	19.3%
6111	Elementary and Secondary Schools	0.9	45,803	44,488	-2.9%
6112	Junior Colleges	0.6	2,718	2,968	9.2%
6113	Colleges, Universities, and Professional Schools	0.6	10,573	10,290	-2.7%
6114	Business Schools and Computer and Management Training	0.7	348	379	8.9%
6115	Technical and Trade Schools	0.7	698	812	16.3%
6116	Other Schools and Instruction	0.7	1,806	2,330	29.0%

NAICS Code	Industry Title	2014 LQ	2014 Jobs	2024 Jobs	% Change 2014-2024
6117	Educational Support Services	0.5	449	559	24.5%
6211	Offices of Physicians	1.0	15,630	17,556	12.3%
6212	Offices of Dentists	0.9	5,345	6,098	14.1%
6213	Offices of Other Health Practitioners	1.2	6,268	7,930	26.5%
6214	Outpatient Care Centers	0.9	4,357	5,748	31.9%
6215	Medical and Diagnostic Laboratories	0.6	1,058	1,224	15.7%
6216	Home Health Care Services	0.6	5,288	7,679	45.2%
6219	Other Ambulatory Health Care Services	0.9	1,793	2,318	29.3%
6221	General Medical and Surgical Hospitals	0.9	33,726	37,336	10.7%
6222	Psychiatric and Substance Abuse Hospitals	0.8	1,259	1,487	18.1%
6223	Specialty (except Psychiatric and Substance Abuse) Hospitals	1.4	2,213	3,079	39.1%
6231	Nursing Care Facilities (Skilled Nursing Facilities)	0.8	9,211	10,127	9.9%
6232	Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities	1.5	6,802	7,735	13.7%
6233	Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly	2.8	15,553	19,086	22.7%
6239	Other Residential Care Facilities	0.9	953	1,152	20.9%
6241	Individual and Family Services	0.9	13,435	17,978	33.8%
6242	Community Food and Housing, and Emergency and Other Relief Services	0.8	836	1,115	33.4%
6243	Vocational Rehabilitation Services	0.6	1,274	1,682	32.0%
6244	Child Day Care Services	1.2	6,295	7,791	23.8%
7111	Performing Arts Companies	1.6	1,186	1,299	9.5%
7112	Spectator Sports	0.6	560	569	1.6%
7113	Promoters of Performing Arts, Sports, and Similar Events	0.2	200	234	17.0%
7114	Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures	0.1	15	16	6.7%
7115	Independent Artists, Writers, and Performers	0.6	219	270	23.3%
7121	Museums, Historical Sites, and Similar Institutions	0.8	1,237	1,472	19.0%
7131	Amusement Parks and Arcades	1.0	1,306	1,344	2.9%
7132	Gambling Industries	1.9	3,214	4,043	25.8%
7139	Other Amusement and Recreation Industries	1.1	9,158	10,764	17.5%
7211	Traveler Accommodation	0.7	8,547	8,871	3.8%
7212	RV (Recreational Vehicle) Parks and Recreational Camps	1.8	684	747	9.2%
7213	Rooming and Boarding Houses	0.5	45	52	15.6%
7223	Special Food Services	1.1	4,487	5,304	18.2%
7224	Drinking Places (Alcoholic Beverages)	0.6	1,508	1,592	5.6%
7225	Restaurants and Other Eating Places	0.8	50,044	56,459	12.8%
8111	Automotive Repair and Maintenance	1.1	6,330	6,859	8.4%
8112	Electronic and Precision Equipment Repair and Maintenance	1.9	1,274	1,510	18.5%
8113	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	1.0	1,313	1,522	15.9%

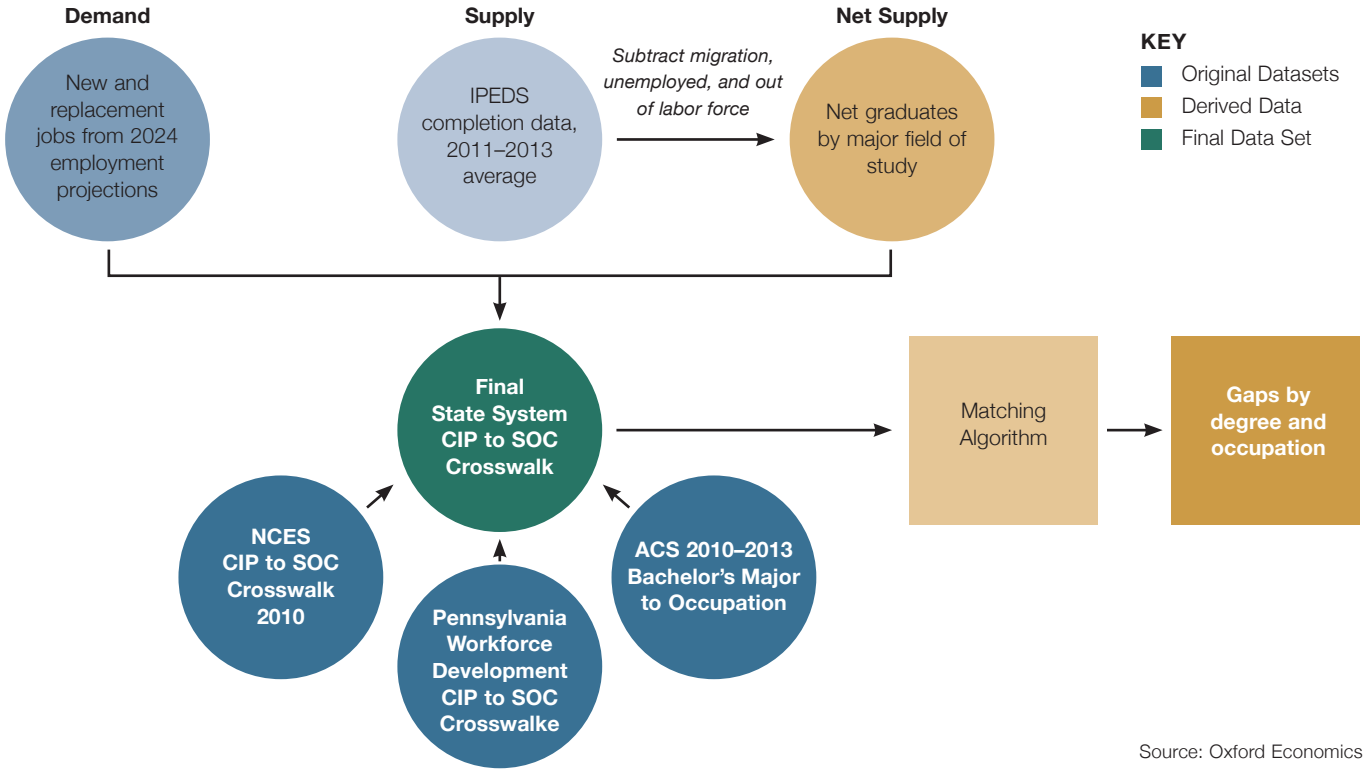
NAICS Code	Industry Title	2014 LQ	2014 Jobs	2024 Jobs	% Change 2014-2024
8114	Personal and Household Goods Repair and Maintenance	1.0	478	484	1.3%
8121	Personal Care Services	1.3	5,544	6,437	16.1%
8122	Death Care Services	1.1	954	1,096	14.9%
8123	Drycleaning and Laundry Services	0.7	1,289	1,294	0.4%
8129	Other Personal Services	0.6	1,155	1,465	26.8%
8131	Religious Organizations	1.0	1,206	1,258	4.3%
8132	Grantmaking and Giving Services	1.2	1,030	944	-8.3%
8133	Social Advocacy Organizations	0.5	743	811	9.2%
8134	Civic and Social Organizations	2.4	6,162	6,490	5.3%
8139	Business, Professional, Labor, Political, and Similar Organizations	1.0	2,872	2,931	2.1%
8141	Private Households	0.4	702	657	-6.4%
9211	Executive, Legislative, and Other General Government Support	1.0	20,178	19,091	-5.4%
9221	Justice, Public Order, and Safety Activities	0.5	5,721	5,676	-0.8%
9231	Administration of Human Resource Programs	1.0	5,105	4,937	-3.3%
9241	Administration of Environmental Quality Programs	1.2	2,434	2,576	5.8%
9251	Administration of Housing Programs, Urban Planning, and Community Development	1.0	519	520	0.2%
9261	Administration of Economic Programs	1.2	4,549	4,487	-1.4%
9281	National Security and International Affairs	1.3	4,632	4,284	-7.5%

Source: BLS (QCEW and OES); Pennsylvania Department of Labor & Industry; Oxford Economics Projections

APPENDIX E: METHODOLOGY

The data-driven process involved in developing this gap analysis required multiple steps including compiling education output and forecasting occupation demand. Broadly speaking, supply-side educational completion data were assembled at the program level for State System Universities as well as other institutions within Pennsylvania. A three-year average was used to mitigate year-to-year variability in completions. A mapping analysis, known as a crosswalk, was developed looking at education programs and occupations and using a combination of the National Center for Education Statistics' (NCES) and US Census American Community Survey (ACS) data. The crosswalk was applied to occupation demand projections, which were produced by Oxford Economics and updated to 2014-2024, to calculate both new and replacement jobs. Linking annual program completions (supply) and annual occupation

Fig. 36: Summary of Gap Analysis Methodology

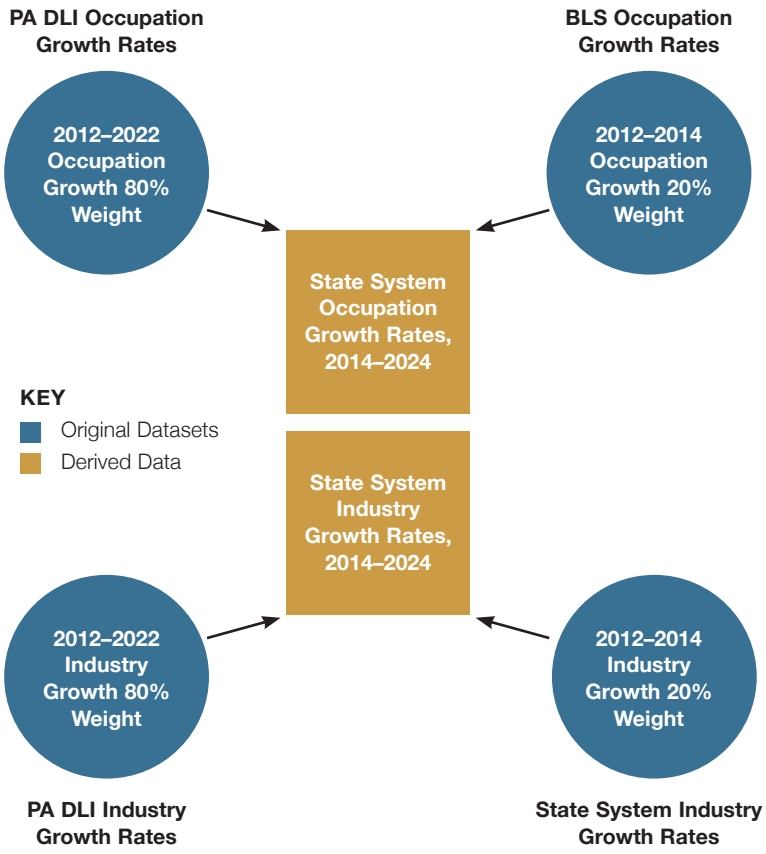


Source: Oxford Economics

projections (demand) enabled the calculation of the difference between the two, providing an insight into potential workforce gaps and surpluses for educational institutions to consider. Fig. 36 provides a high-level flow chart of the process to calculate gaps/surpluses.

A primary goal of the research was to produce updated forecasts for industries and occupations at the county level for Pennsylvania. Fig. 37 provides a summary of the growth rate calculations used in the forecasts.

Fig. 37: Summary of Growth Rate Calculations



APPENDIX F: GAP ANALYSIS RESULTS

The following table provides the results of the gap analysis for all detailed occupations in MU's workforce region. The following information is provided in the table below:

- A description of the occupation – SOC Code and occupation title.
- A description of the level of the occupation – Job Zone.
- Gap indicator with the following color codes:
  - Green = Projected excess employer demand
  - Purple = Projected excess demand at specific degree level
  - Yellow = Projected balance
  - Blue = Projected supply surplus
- Average annual supply, demand, and gap number for each occupation and the detailed degree level supply, demand, and gap number for each occupation.
- The ratio of average annual supply to average annual demand (S/D Ratio).

Occupation Code	Occupation Title	Job Zone	Gap Indicator	Average Annual Demand	Average Annual Supply	Average Annual Gap	S/D Ratio	Associate Demand	Associate Supply	Associate Gap	Bachelor Demand	Bachelor Supply	Bachelor Gap	Graduate Demand	Graduate Supply	Graduate Gap
11-1011	Chief Executives	5		34	14	20	0.41	0	0	0	29	9	20	5	5	0
11-1021	General and Operations Managers	4		263	130	133	0.49	0	0	0	200	64	136	64	66	-2
11-2011	Advertising and Promotions Managers	4		1	2	-1	2.00	0	0	0	1	2	-1	0	0	0
11-2021	Marketing Managers	4		29	16	13	0.55	0	0	0	25	12	13	4	4	0
11-2022	Sales Managers	4		40	22	18	0.55	0	0	0	35	16	19	6	6	0
11-2031	Public Relations and Fundraising Managers	4		4	6	-2	1.50	0	0	0	3	4	-1	2	2	0
11-3011	Administrative Services Managers	3		11	3	8	0.27	0	0	0	11	3	8	0	0	0
11-3021	Computer and Information Systems Managers	4		80	47	33	0.59	0	0	0	49	15	34	31	32	-1
11-3031	Financial Managers	4		43	25	18	0.58	0	0	0	28	9	19	16	16	0
11-3051	Industrial Production Managers	4		18	8	10	0.44	0	0	0	15	5	10	3	3	0
11-3061	Purchasing Managers	4		6	3	3	0.50	0	0	0	5	2	3	1	1	0
11-3071	Transportation, Storage, and Distribution Managers	4		10	3	7	0.30	0	0	0	10	3	7	0	0	0
11-3111	Compensation and Benefits Managers	4		1	0	1	0.00	0	0	0	1	0	1	0	0	0
11-3121	Human Resources Managers	4		20	14	6	0.70	0	0	0	11	3	8	10	10	0
11-3131	Training and Development Managers	4		6	4	2	0.67	0	0	0	3	1	2	2	3	-1
11-9021	Construction Managers	4		25	8	17	0.32	0	0	0	25	8	17	0	0	0
11-9031	Education Administrators, Preschool and Childcare Center/Program	4		13	19	-6	1.46	0	0	0	4	1	3	9	17	-8
11-9032	Education Administrators, Elementary and Secondary School	5		31	58	-27	1.87	0	0	0	0	0	0	31	58	-27
11-9033	Education Administrators, Postsecondary	5		10	18	-8	1.80	0	0	0	0	0	0	10	18	-8
11-9039	Education Administrators, All Other	5		4	6	-2	1.50	0	0	0	1	0	1	3	6	-3
11-9041	Architectural and Engineering Managers	5		28	20	8	0.71	0	0	0	15	3	12	12	16	-4
11-9051	Food Service Managers	3		12	30	-18	2.50	4	28	-24	8	3	5	0	0	0
11-9061	Funeral Service Managers	3		1	0	1	0.00	0	0	0	1	0	1	0	0	0
11-9071	Gaming Managers	3		2	1	1	0.50	0	0	0	2	1	1	0	0	0
11-9081	Lodging Managers	3		6	9	-3	1.50	1	8	-7	5	2	3	0	0	0

Occupation Code	Occupation Title	Job Zone	Gap Indicator	Average Annual Demand	Average Annual Supply	Average Annual Gap	S/D Ratio	Associate Demand	Associate Supply	Associate Gap	Bachelor Demand	Bachelor Supply	Bachelor Gap	Graduate Demand	Graduate Supply	Graduate Gap
11-9111	Medical and Health Services Managers	5		46	85	-39	1.85	0	0	0	28	25	3	18	59	-41
11-9121	Natural Sciences Managers	5		11	15	-4	1.36	0	0	0	3	8	-5	8	7	1
11-9141	Property, Real Estate, and Community Association Managers	4		11	4	7	0.36	0	0	0	11	4	7	0	0	0
11-9151	Social and Community Service Managers	4		29	35	-6	1.21	0	0	0	15	21	-6	13	13	0
11-9199	Managers, All Other	4		29	165	-136	5.69	0	0	0	23	138	-115	6	28	-22
13-1021	Buyers and Purchasing Agents, Farm Products	4		1	1	0	1.00	0	0	0	1	1	0	0	0	0
13-1022	Wholesale and Retail Buyers, Except Farm Products	3		14	5	9	0.36	0	0	0	14	5	9	0	0	0
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	4		35	12	23	0.34	0	0	0	35	12	23	0	0	0
13-1031	Claims Adjusters, Examiners, and Investigators	4		57	18	39	0.32	0	0	0	57	18	39	0	0	0
13-1032	Insurance Appraisers, Auto Damage	3		5	1	4	0.20	0	0	0	5	1	4	0	0	0
13-1041	Compliance Officers	4		41	13	28	0.32	0	0	0	41	13	28	0	0	0
13-1051	Cost Estimators	4		63	19	44	0.30	0	0	0	63	19	44	0	0	0
13-1071	Human Resources Specialists	4		130	39	91	0.30	0	0	0	92	30	62	38	9	29
13-1075	Labor Relations Specialists	4		1	0	1	0.00	0	0	0	1	0	1	0	0	0
13-1081	Logisticians	4		25	8	17	0.32	0	0	0	25	8	17	0	0	0
13-1111	Management Analysts	4		171	115	56	0.67	0	0	0	88	28	60	83	87	-4
13-1121	Meeting, Convention, and Event Planners	4		14	20	-6	1.43	0	0	0	14	20	-6	0	0	0
13-1131	Fundraisers	4		17	5	12	0.29	0	0	0	8	4	4	8	1	7
13-1141	Compensation, Benefits, and Job Analysis Specialists	4		9	3	6	0.33	0	0	0	8	2	6	1	0	1
13-1151	Training and Development Specialists	4		51	13	38	0.25	0	0	0	38	12	26	13	1	12
13-1161	Market Research Analysts and Marketing Specialists	4		208	55	153	0.26	0	0	0	119	41	78	89	14	75
13-1199	Business Operations Specialists, All Other	4		26	7	19	0.27	0	0	0	18	6	12	8	1	7
13-2011	Accountants and Auditors	4		420	90	330	0.21	0	0	0	336	88	248	84	2	82
13-2021	Appraisers and Assessors of Real Estate	4		2	0	2	0.00	0	0	0	2	0	2	0	0	0

Occupation Code	Occupation Title	Job Zone	Gap Indicator	Average Annual Demand	Average Annual Supply	Average Annual Gap	S/D Ratio	Associate Demand	Associate Supply	Associate Gap	Bachelor Demand	Bachelor Supply	Bachelor Gap	Graduate Demand	Graduate Supply	Graduate Gap
13-2031	Budget Analysts	4		19	4	15	0.21	0	0	0	11	3	8	8	0	8
13-2041	Credit Analysts	4		14	3	11	0.21	0	0	0	9	3	6	5	0	5
13-2051	Financial Analysts	4		115	26	89	0.23	0	0	0	82	21	61	33	4	29
13-2052	Personal Financial Advisors	4		112	27	85	0.24	0	0	0	96	25	71	16	2	14
13-2053	Insurance Underwriters	4		30	9	21	0.30	0	0	0	30	9	21	0	0	0
13-2061	Financial Examiners	4		12	2	10	0.17	0	0	0	7	2	5	4	0	4
13-2071	Credit Counselors	4		9	2	7	0.22	0	0	0	7	2	5	2	0	2
13-2072	Loan Officers	3		36	11	25	0.31	0	0	0	36	11	25	0	0	0
13-2081	Tax Examiners and Collectors, and Revenue Agents	3		10	3	7	0.30	0	0	0	10	3	7	0	0	0
13-2082	Tax Preparers	3		2	1	1	0.50	0	0	0	2	1	1	0	0	0
13-2099	Financial Specialists, All Other	4		10	2	8	0.20	0	0	0	7	2	5	3	0	3
15-1121	Computer Systems Analysts	4		217	47	170	0.22	0	0	0	164	27	137	53	20	33
15-1122	Information Security Analysts	4		20	4	16	0.20	0	0	0	14	2	12	6	2	4
15-1131	Computer Programmers	4		182	37	145	0.20	0	0	0	140	21	119	42	16	26
15-1132	Software Developers, Applications	4		207	45	162	0.22	0	0	0	146	21	125	61	24	37
15-1133	Software Developers, Systems Software	4		6	1	5	0.17	0	0	0	4	1	3	2	1	1
15-1134	Web Developers	3		25	3	22	0.12	0	0	0	25	3	22	0	0	0
15-1141	Database Administrators	4		42	9	33	0.21	0	0	0	31	5	26	12	4	8
15-1142	Network and Computer Systems Administrators	4		28	5	23	0.18	0	0	0	21	3	18	6	2	4
15-1143	Computer Network Architects	4		22	5	17	0.23	0	0	0	16	2	14	6	2	4
15-1151	Computer User Support Specialists	3		130	67	63	0.52	35	54	-19	95	13	82	0	0	0
15-1152	Computer Network Support Specialists	4		19	108	-89	5.68	4	106	-102	12	2	10	4	1	3
15-1199	Computer Occupations, All Other	4		34	6	28	0.18	0	0	0	26	4	22	8	3	5
15-2011	Actuaries	4		17	17	0	1.00	0	0	0	10	10	0	7	7	0
15-2031	Operations Research Analysts	5		23	12	11	0.52	0	0	0	16	5	11	7	7	0
15-2041	Statisticians	5		26	25	1	0.96	0	0	0	0	0	0	26	25	1
17-1011	Architects, Except Landscape and Naval	4		13	0	13	0.00	0	0	0	13	0	13	0	0	0
17-1022	Surveyors	4		6	12	-6	2.00	0	0	0	6	12	-6	0	0	0

Occupation Code	Occupation Title	Job Zone	Gap Indicator	Average Annual Demand	Average Annual Supply	Average Annual Gap	S/D Ratio	Associate Demand	Associate Supply	Associate Gap	Bachelor Demand	Bachelor Supply	Bachelor Gap	Graduate Demand	Graduate Supply	Graduate Gap
17-2011	Aerospace Engineers	4		14	2	12	0.14	0	0	0	9	2	7	5	0	5
17-2031	Biomedical Engineers	4		5	1	4	0.20	0	0	0	5	1	4	0	0	0
17-2041	Chemical Engineers	4		4	1	3	0.25	0	0	0	4	1	3	0	0	0
17-2051	Civil Engineers	4		55	12	43	0.22	0	0	0	55	12	43	0	0	0
17-2071	Electrical Engineers	4		43	5	38	0.12	0	0	0	24	4	20	19	2	17
17-2072	Electronics Engineers, Except Computer	4		6	1	5	0.17	0	0	0	4	1	3	3	0	3
17-2081	Environmental Engineers	5		29	8	21	0.28	0	0	0	18	3	15	11	5	6
17-2111	Health and Safety Engineers, Except Mining Safety Engineers and Inspectors	4		7	2	5	0.29	0	0	0	5	1	4	2	1	1
17-2112	Industrial Engineers	4		36	7	29	0.19	0	0	0	36	7	29	0	0	0
17-2131	Materials Engineers	4		8	2	6	0.25	0	0	0	8	2	6	0	0	0
17-2141	Mechanical Engineers	4		67	10	57	0.15	0	0	0	55	10	45	12	0	12
17-2161	Nuclear Engineers	4		7	1	6	0.14	0	0	0	7	1	6	0	0	0
17-2199	Engineers, All Other	4		24	17	7	0.71	0	0	0	14	3	11	11	15	-4
17-3011	Architectural and Civil Drafters	4		9	57	-48	6.33	9	57	-48	0	0	0	0	0	0
17-3013	Mechanical Drafters	3		2	15	-13	7.50	2	15	-13	0	0	0	0	0	0
17-3022	Civil Engineering Technicians	3		7	10	-3	1.43	3	9	-6	4	1	3	0	0	0
17-3025	Environmental Engineering Technicians	4		2	0	2	0.00	0	0	0	2	0	2	0	0	0
17-3026	Industrial Engineering Technicians	3		4	15	-11	3.75	2	3	-1	2	12	-10	0	0	0
17-3027	Mechanical Engineering Technicians	3		6	16	-10	2.67	3	15	-12	3	1	2	0	0	0
17-3029	Engineering Technicians, Except Drafters, All Other	3		13	78	-65	6.00	6	57	-51	7	21	-14	0	0	0
17-3031	Surveying and Mapping Technicians	3		5	1	4	0.20	5	1	4	0	0	0	0	0	0
19-1012	Food Scientists and Technologists	4		4	2	2	0.50	0	0	0	4	2	2	0	0	0
19-1021	Biochemists and Biophysicists	5		26	12	14	0.46	0	0	0	0	0	0	26	12	14
19-1022	Microbiologists	5		13	7	6	0.54	0	0	0	6	3	3	7	4	3
19-1029	Biological Scientists, All Other	5		2	33	-31	16.50	0	0	0	1	29	-28	1	3	-2
19-1042	Medical Scientists, Except Epidemiologists	5		53	16	37	0.30	0	0	0	0	0	0	53	16	37
19-2031	Chemists	4		24	14	10	0.58	0	0	0	24	14	10	0	0	0

Occupation Code	Occupation Title	Job Zone	Gap Indicator	Average Annual Demand	Average Annual Supply	Average Annual Gap	S/D Ratio	Associate Demand	Associate Supply	Associate Gap	Bachelor Demand	Bachelor Supply	Bachelor Gap	Graduate Demand	Graduate Supply	Graduate Gap
19-2041	Environmental Scientists and Specialists, Including Health	4		17	14	3	0.82	0	0	0	17	14	3	0	0	0
19-2042	Geoscientists, Except Hydrologists and Geographers	4		8	7	1	0.88	0	0	0	5	4	1	3	3	0
19-2043	Hydrologists	4		1	1	0	1.00	0	0	0	0	0	0	1	1	0
19-3011	Economists	5		5	1	4	0.20	0	0	0	0	0	0	5	1	4
19-3022	Survey Researchers	5		14	12	2	0.86	0	0	0	0	0	0	14	12	2
19-3031	Clinical, Counseling, and School Psychologists	5		23	91	-68	3.96	0	0	0	0	0	0	23	91	-68
19-3039	Psychologists, All Other	5		3	13	-10	4.33	0	0	0	0	0	0	3	13	-10
19-3051	Urban and Regional Planners	5		16	2	14	0.13	0	0	0	0	0	0	16	2	14
19-4021	Biological Technicians	4		36	21	15	0.58	0	0	0	36	21	15	0	0	0
19-4031	Chemical Technicians	3		23	8	15	0.35	0	0	0	23	8	15	0	0	0
19-4061	Social Science Research Assistants	4		5	2	3	0.40	0	0	0	4	1	3	1	0	1
19-4091	Environmental Science and Protection Technicians, Including Health	4		15	9	6	0.60	0	0	0	15	9	6	0	0	0
19-4093	Forest and Conservation Technicians	3		2	1	1	0.50	0	0	0	2	1	1	0	0	0
19-4099	Life, Physical, and Social Science Technicians, All Other	3		8	5	3	0.63	0	0	0	8	5	3	0	0	0
21-1011	Substance Abuse and Behavioral Disorder Counselors	5		18	19	-1	1.06	0	0	0	7	9	-2	11	10	1
21-1012	Educational, Guidance, School, and Vocational Counselors	5		31	84	-53	2.71	0	0	0	0	0	0	31	84	-53
21-1013	Marriage and Family Therapists	5		6	13	-7	2.17	0	0	0	0	0	0	6	13	-7
21-1014	Mental Health Counselors	5		38	33	5	0.87	0	0	0	0	0	0	38	33	5
21-1015	Rehabilitation Counselors	5		41	36	5	0.88	0	0	0	0	0	0	41	36	5
21-1019	Counselors, All Other	5		2	2	0	1.00	0	0	0	0	0	0	2	2	0
21-1021	Child, Family, and School Social Workers	4		72	98	-26	1.36	0	0	0	48	76	-28	24	21	3
21-1022	Healthcare Social Workers	5		47	41	6	0.87	0	0	0	0	0	0	47	41	6
21-1023	Mental Health and Substance Abuse Social Workers	5		54	72	-18	1.33	0	0	0	36	57	-21	18	16	2
21-1029	Social Workers, All Other	5		3	4	-1	1.33	0	0	0	2	3	-1	1	1	0
21-1091	Health Educators	4		11	21	-10	1.91	0	0	0	7	10	-3	4	12	-8

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21-1092	Probation Officers and Correctional Treatment Specialists	4		21	24	-3	1.14	0	0	0	15	18	-3	7	6	1
21-1093	Social and Human Service Assistants	4		72	117	-45	1.63	12	41	-29	46	64	-18	14	12	2
21-1094	Community Health Workers	4		2	2	0	1.00	0	0	0	2	2	0	0	0	0
21-1099	Community and Social Service Specialists, All Other	4		5	5	0	1.00	0	0	0	0	0	0	5	5	0
21-2011	Clergy	5		10	62	-52	6.20	0	0	0	4	31	-27	6	31	-25
21-2021	Directors, Religious Activities and Education	4		14	85	-71	6.07	0	0	0	10	66	-56	4	20	-16
23-1011	Lawyers	5		79	93	-14	1.18	0	0	0	0	0	0	79	93	-14
23-1012	Judicial Law Clerks	5		4	5	-1	1.25	0	0	0	0	0	0	4	5	-1
23-1021	Administrative Law Judges, Adjudicators, and Hearing Officers	5		1	1	0	1.00	0	0	0	0	0	0	1	1	0
23-1022	Arbitrators, Mediators, and Conciliators	5		2	2	0	1.00	0	0	0	0	0	0	2	2	0
23-2011	Paralegals and Legal Assistants	3		34	87	-53	2.56	5	48	-43	29	39	-10	0	0	0
23-2091	Court Reporters	3		2	3	-1	1.50	0	0	0	2	3	-1	0	0	0
23-2093	Title Examiners, Abstractors, and Searchers	3		6	18	-12	3.00	1	11	-10	5	7	-2	0	0	0
25-1011	Business Teachers, Postsecondary	5		12	12	0	1.00	0	0	0	0	0	0	12	12	0
25-1021	Computer Science Teachers, Postsecondary	5		6	3	3	0.50	0	0	0	0	0	0	6	3	3
25-1022	Mathematical Science Teachers, Postsecondary	5		6	5	1	0.83	0	0	0	0	0	0	6	5	1
25-1031	Architecture Teachers, Postsecondary	5		2	1	1	0.50	0	0	0	0	0	0	2	1	1
25-1032	Engineering Teachers, Postsecondary	5		8	11	-3	1.38	0	0	0	0	0	0	8	11	-3
25-1042	Biological Science Teachers, Postsecondary	5		6	5	1	0.83	0	0	0	0	0	0	6	5	1
25-1051	Atmospheric, Earth, Marine, and Space Sciences Teachers, Postsecondary	5		1	1	0	1.00	0	0	0	0	0	0	1	1	0
25-1052	Chemistry Teachers, Postsecondary	5		4	3	1	0.75	0	0	0	0	0	0	4	3	1
25-1054	Physics Teachers, Postsecondary	5		2	1	1	0.50	0	0	0	0	0	0	2	1	1

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25-1063	Economics Teachers, Postsecondary	5		3	2	1	0.67	0	0	0	0	0	0	3	2	1
25-1065	Political Science Teachers, Postsecondary	5		1	1	0	1.00	0	0	0	0	0	0	1	1	0
25-1066	Psychology Teachers, Postsecondary	5		5	19	-14	3.80	0	0	0	0	0	0	5	19	-14
25-1067	Sociology Teachers, Postsecondary	5		4	3	1	0.75	0	0	0	0	0	0	4	3	1
25-1069	Social Sciences Teachers, Postsecondary, All Other	5		1	1	0	1.00	0	0	0	0	0	0	1	1	0
25-1071	Health Specialties Teachers, Postsecondary	5		8	25	-17	3.13	0	0	0	0	0	0	8	25	-17
25-1072	Nursing Instructors and Teachers, Postsecondary	5		5	12	-7	2.40	0	0	0	0	0	0	5	12	-7
25-1081	Education Teachers, Postsecondary	5		4	3	1	0.75	0	0	0	0	0	0	4	3	1
25-1111	Criminal Justice and Law Enforcement Teachers, Postsecondary	5		1	11	-10	11.00	0	0	0	0	0	0	1	11	-10
25-1121	Art, Drama, and Music Teachers, Postsecondary	5		17	15	2	0.88	0	0	0	0	0	0	17	15	2
25-1122	Communications Teachers, Postsecondary	5		3	2	1	0.67	0	0	0	0	0	0	3	2	1
25-1123	English Language and Literature Teachers, Postsecondary	5		6	6	0	1.00	0	0	0	0	0	0	6	6	0
25-1124	Foreign Language and Literature Teachers, Postsecondary	5		4	4	0	1.00	0	0	0	0	0	0	4	4	0
25-1125	History Teachers, Postsecondary	5		3	2	1	0.67	0	0	0	0	0	0	3	2	1
25-1126	Philosophy and Religion Teachers, Postsecondary	5		2	21	-19	10.50	0	0	0	0	0	0	2	21	-19
25-1191	Graduate Teaching Assistants	5		2	1	1	0.50	0	0	0	0	0	0	2	1	1
25-1199	Postsecondary Teachers, All Other	5		11	12	-1	1.09	0	0	0	0	0	0	11	12	-1
25-2011	Preschool Teachers, Except Special Education	3		77	102	-25	1.32	17	63	-46	60	39	21	0	0	0
25-2012	Kindergarten Teachers, Except Special Education	4		18	13	5	0.72	0	0	0	13	11	2	5	2	3
25-2021	Elementary School Teachers, Except Special Education	4		202	131	71	0.65	0	0	0	66	63	3	137	67	70
25-2022	Middle School Teachers, Except Special and Career/Technical Education	4		147	129	18	0.88	0	0	0	48	46	2	99	83	16

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25-2023	Career/Technical Education Teachers, Middle School	4		4	3	1	0.75	0	0	0	1	1	0	3	2	1
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	4		226	210	16	0.93	0	0	0	75	81	-6	151	129	22
25-2032	Career/Technical Education Teachers, Secondary School	4		14	10	4	0.71	0	0	0	5	5	0	10	5	5
25-2051	Special Education Teachers, Preschool	4		3	2	1	0.67	0	0	0	0	0	0	3	2	1
25-2052	Special Education Teachers, Kindergarten and Elementary School	4		41	31	10	0.76	0	0	0	11	9	2	30	21	9
25-2053	Special Education Teachers, Middle School	4		12	9	3	0.75	0	0	0	3	3	0	9	7	2
25-2054	Special Education Teachers, Secondary School	4		32	23	9	0.72	0	0	0	8	7	1	23	17	6
25-3011	Adult Basic and Secondary Education and Literacy Teachers and Instructors	4		2	1	1	0.50	0	0	0	2	1	1	0	0	0
25-3021	Self-Enrichment Education Teachers	3		18	14	4	0.78	0	0	0	18	14	4	0	0	0
25-3097	Teachers and Instructors, All Other, Except Substitute Teachers	3		16	12	4	0.75	0	0	0	16	12	4	0	0	0
25-3098	Substitute Teachers	3		30	76	-46	2.53	0	0	0	21	16	5	9	59	-50
25-4011	Archivists	5		2	2	0	1.00	0	0	0	0	0	0	2	2	0
25-4013	Museum Technicians and Conservators	4		1	1	0	1.00	0	0	0	1	1	0	0	0	0
25-4031	Library Technicians	4		8	12	-4	1.50	0	0	0	8	12	-4	0	0	0
25-9031	Instructional Coordinators	5		9	57	-48	6.33	0	0	0	0	0	0	9	57	-48
25-9041	Teacher Assistants	3		58	53	5	0.91	0	0	0	58	53	5	0	0	0
27-1011	Art Directors	4		7	8	-1	1.14	0	0	0	6	7	-1	1	1	0
27-1013	Fine Artists, Including Painters, Sculptors, and Illustrators	3		1	2	-1	2.00	0	0	0	1	2	-1	0	0	0
27-1014	Multimedia Artists and Animators	4		3	3	0	1.00	0	0	0	3	3	0	0	0	0
27-1024	Graphic Designers	4		51	62	-11	1.22	0	0	0	51	62	-11	0	0	0
27-1025	Interior Designers	4		12	14	-2	1.17	0	0	0	12	14	-2	0	0	0
27-1026	Merchandise Displayers and Window Trimmers	3		20	24	-4	1.20	0	0	0	20	24	-4	0	0	0
27-1027	Set and Exhibit Designers	5		3	4	-1	1.33	0	0	0	3	4	-1	0	0	0
27-2012	Producers and Directors	4		23	35	-12	1.52	0	0	0	23	35	-12	0	0	0

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27-2022	Coaches and Scouts	4		19	35	-16	1.84	0	0	0	12	10	2	7	24	-17
27-2042	Musicians and Singers	3		2	3	-1	1.50	0	0	0	2	3	-1	0	0	0
27-3011	Radio and Television Announcers	3		4	6	-2	1.50	0	0	0	4	6	-2	0	0	0
27-3022	Reporters and Correspondents	4		5	8	-3	1.60	0	0	0	5	8	-3	0	0	0
27-3031	Public Relations Specialists	4		20	26	-6	1.30	0	0	0	17	24	-7	3	2	1
27-3041	Editors	4		13	46	-33	3.54	0	0	0	11	43	-32	2	2	0
27-3042	Technical Writers	4		6	12	-6	2.00	0	0	0	6	12	-6	0	0	0
27-3043	Writers and Authors	4		7	21	-14	3.00	0	0	0	5	19	-14	2	2	0
27-4011	Audio and Video Equipment Technicians	3		4	9	-5	2.25	0	0	0	4	9	-5	0	0	0
27-4012	Broadcast Technicians	3		1	2	-1	2.00	0	0	0	1	2	-1	0	0	0
27-4021	Photographers	3		2	3	-1	1.50	0	0	0	2	3	-1	0	0	0
29-1031	Dietitians and Nutritionists	5		7	13	-6	1.86	0	0	0	3	5	-2	3	8	-5
29-1061	Anesthesiologists	5		8	6	2	0.75	0	0	0	0	0	0	8	6	2
29-1062	Family and General Practitioners	5		32	25	7	0.78	0	0	0	0	0	0	32	25	7
29-1063	Internists, General	5		3	2	1	0.67	0	0	0	0	0	0	3	2	1
29-1064	Obstetricians and Gynecologists	5		2	2	0	1.00	0	0	0	0	0	0	2	2	0
29-1065	Pediatricians, General	5		3	2	1	0.67	0	0	0	0	0	0	3	2	1
29-1066	Psychiatrists	5		2	2	0	1.00	0	0	0	0	0	0	2	2	0
29-1067	Surgeons	5		17	13	4	0.76	0	0	0	0	0	0	17	13	4
29-1069	Physicians and Surgeons, All Other	5		76	59	17	0.78	0	0	0	0	0	0	76	59	17
29-1081	Podiatrists	5		6	4	2	0.67	0	0	0	0	0	0	6	4	2
29-1122	Occupational Therapists	5		38	23	15	0.61	0	0	0	0	0	0	38	23	15
29-1123	Physical Therapists	5		87	26	61	0.30	0	0	0	0	0	0	87	26	61
29-1124	Radiation Therapists	3		1	0	1	0.00	0	0	0	1	0	1	0	0	0
29-1125	Recreational Therapists	4		5	1	4	0.20	0	0	0	5	1	4	0	0	0
29-1126	Respiratory Therapists	3		25	25	0	1.00	18	22	-4	6	3	3	0	0	0
29-1127	Speech-Language Pathologists	5		27	23	4	0.85	0	0	0	0	0	0	27	23	4
29-1128	Exercise Physiologists	5		1	0	1	0.00	0	0	0	0	0	0	1	0	1
29-1129	Therapists, All Other	4		2	3	-1	1.50	0	0	0	0	0	0	2	3	-1
29-1131	Veterinarians	5		31	1	30	0.03	0	0	0	0	0	0	31	1	30
29-1141	Registered Nurses	3		688	726	-38	1.06	306	414	-108	381	312	69	0	0	0

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29-1171	Nurse Practitioners	5		27	23	4	0.85	0	0	0	0	0	0	27	23	4
29-1181	Audiologists	5		3	3	0	1.00	0	0	0	0	0	0	3	3	0
29-2011	Medical and Clinical Laboratory Technologists	4		27	5	22	0.19	0	0	0	27	5	22	0	0	0
29-2012	Medical and Clinical Laboratory Technicians	3		31	12	19	0.39	9	8	1	22	4	18	0	0	0
29-2021	Dental Hygienists	3		78	18	60	0.23	57	14	43	21	4	17	0	0	0
29-2031	Cardiovascular Technologists and Technicians	3		13	16	-3	1.23	9	15	-6	5	1	4	0	0	0
29-2032	Diagnostic Medical Sonographers	3		9	18	-9	2.00	6	17	-11	3	1	2	0	0	0
29-2033	Nuclear Medicine Technologists	3		1	3	-2	3.00	1	3	-2	0	0	0	0	0	0
29-2034	Radiologic Technologists	3		30	34	-4	1.13	19	32	-13	10	2	8	0	0	0
29-2035	Magnetic Resonance Imaging Technologists	3		2	0	2	0.00	0	0	0	2	0	2	0	0	0
29-2041	Emergency Medical Technicians and Paramedics	3		12	2	10	0.17	0	0	0	12	2	10	0	0	0
29-2052	Pharmacy Technicians	3		10	2	8	0.20	0	0	0	10	2	8	0	0	0
29-2055	Surgical Technologists	3		8	15	-7	1.88	4	14	-10	4	1	3	0	0	0
29-2056	Veterinary Technologists and Technicians	3		8	1	7	0.13	0	0	0	8	1	7	0	0	0
29-2057	Ophthalmic Medical Technicians	3		2	0	2	0.00	0	0	0	2	0	2	0	0	0
29-2071	Medical Records and Health Information Technicians	3		11	5	6	0.45	0	0	0	11	5	6	0	0	0
29-2081	Opticians, Dispensing	3		8	2	6	0.25	0	0	0	8	2	6	0	0	0
29-2099	Health Technologists and Technicians, All Other	3		2	3	-1	1.50	0	0	0	2	3	-1	0	0	0
29-9011	Occupational Health and Safety Specialists	4		9	12	-3	1.33	0	0	0	9	12	-3	0	0	0
29-9012	Occupational Health and Safety Technicians	3		1	2	-1	2.00	0	0	0	1	2	-1	0	0	0
29-9091	Athletic Trainers	5		6	16	-10	2.67	0	0	0	6	16	-10	0	0	0
31-2011	Occupational Therapy Assistants	3		6	5	1	0.83	0	0	0	6	5	1	0	0	0
31-2012	Occupational Therapy Aides	3		2	2	0	1.00	0	0	0	2	2	0	0	0	0
31-2021	Physical Therapist Assistants	3		15	3	12	0.20	0	0	0	15	3	12	0	0	0
31-9011	Massage Therapists	3		9	11	-2	1.22	3	10	-7	5	1	4	0	0	0

Occupation Code	Occupation Title	Job Zone	Gap Indicator	Average Annual Demand	Average Annual Supply	Average Annual Gap	S/D Ratio	Associate Demand	Associate Supply	Associate Gap	Bachelor Demand	Bachelor Supply	Bachelor Gap	Graduate Demand	Graduate Supply	Graduate Gap
31-9091	Dental Assistants	3		22	16	6	0.73	12	14	-2	10	2	8	0	0	0
31-9092	Medical Assistants	3		50	183	-133	3.66	50	183	-133	0	0	0	0	0	0
31-9094	Medical Transcriptionists	3		3	1	2	0.33	0	0	0	3	1	2	0	0	0
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	3		1	1	0	1.00	0	0	0	1	1	0	0	0	0
33-1011	First-Line Supervisors of Correctional Officers	3		4	9	-5	2.25	2	6	-4	2	2	0	0	0	0
33-1012	First-Line Supervisors of Police and Detectives	3		15	31	-16	2.07	6	19	-13	10	11	-1	0	0	0
33-1021	First-Line Supervisors of Fire Fighting and Prevention Workers	3		2	2	0	1.00	0	0	0	2	2	0	0	0	0
33-1099	First-Line Supervisors of Protective Service Workers, All Other	3		5	6	-1	1.20	0	0	0	5	6	-1	0	0	0
33-2011	Firefighters	3		13	15	-2	1.15	5	5	0	8	10	-2	0	0	0
33-3012	Correctional Officers and Jailers	3		24	49	-25	2.04	12	35	-23	12	14	-2	0	0	0
33-3021	Detectives and Criminal Investigators	3		10	24	-14	2.40	0	0	0	8	9	-1	2	14	-12
33-3051	Police and Sheriff's Patrol Officers	3		93	179	-86	1.92	33	109	-76	60	71	-11	0	0	0
33-9021	Private Detectives and Investigators	3		3	3	0	1.00	0	0	0	3	3	0	0	0	0
35-1011	Chefs and Head Cooks	3		4	90	-86	22.50	4	90	-86	0	0	0	0	0	0
39-1021	First-Line Supervisors of Personal Service Workers	3		21	7	14	0.33	0	0	0	21	7	14	0	0	0
39-7011	Tour Guides and Escorts	3		5	1	4	0.20	0	0	0	5	1	4	0	0	0
39-9011	Childcare Workers	3		29	27	2	0.93	0	0	0	29	27	2	0	0	0
39-9031	Fitness Trainers and Aerobics Instructors	3		50	44	6	0.88	0	0	0	50	44	6	0	0	0
39-9032	Recreation Workers	4		54	47	7	0.87	0	0	0	54	47	7	0	0	0
39-9041	Residential Advisors	3		22	31	-9	1.41	0	0	0	22	31	-9	0	0	0
41-1012	First-Line Supervisors of Non-Retail Sales Workers	4		8	10	-2	1.25	2	7	-5	6	2	4	0	0	0
41-3011	Advertising Sales Agents	3		25	36	-11	1.44	0	0	0	25	36	-11	0	0	0
41-3021	Insurance Sales Agents	4		53	17	36	0.32	0	0	0	53	17	36	0	0	0
41-3031	Securities, Commodities, and Financial Services Sales Agents	4		78	18	60	0.23	0	0	0	67	17	50	11	2	9
41-3041	Travel Agents	3		14	6	8	0.43	6	5	1	7	2	5	0	0	0

Occupation Code	Occupation Title	Job Zone	Gap Indicator	Average Annual Demand	Average Annual Supply	Average Annual Gap	S/D Ratio	Associate Demand	Associate Supply	Associate Gap	Bachelor Demand	Bachelor Supply	Bachelor Gap	Graduate Demand	Graduate Supply	Graduate Gap
41-3099	Sales Representatives, Services, All Other	4		203	50	153	0.25	35	2	33	133	44	89	35	4	31
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	4		23	8	15	0.35	0	0	0	23	8	15	0	0	0
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	4		163	59	104	0.36	0	0	0	163	59	104	0	0	0
41-9022	Real Estate Sales Agents	3		22	6	16	0.27	4	2	2	18	4	14	0	0	0
41-9031	Sales Engineers	4		14	6	8	0.43	0	0	0	14	6	8	0	0	0
41-9099	Sales and Related Workers, All Other	3		1	0	1	0.00	0	0	0	1	0	1	0	0	0
43-1011	First-Line Supervisors of Office and Administrative Support Workers	3		125	266	-141	2.13	33	235	-202	93	30	63	0	0	0
43-3031	Bookkeeping, Accounting, and Auditing Clerks	3		103	73	30	0.71	32	51	-19	70	22	48	0	0	0
43-3061	Procurement Clerks	3		5	3	2	0.60	2	2	0	4	1	3	0	0	0
43-4011	Brokerage Clerks	3		15	4	11	0.27	0	0	0	15	4	11	0	0	0
43-4031	Court, Municipal, and License Clerks	3		7	8	-1	1.14	2	2	0	5	7	-2	0	0	0
43-4061	Eligibility Interviewers, Government Programs	3		19	26	-7	1.37	0	0	0	19	26	-7	0	0	0
43-4131	Loan Interviewers and Clerks	3		14	9	5	0.64	6	6	0	8	3	5	0	0	0
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	3		13	6	7	0.46	3	3	0	10	3	7	0	0	0
43-5061	Production, Planning, and Expediting Clerks	3		48	22	26	0.46	10	10	0	39	12	27	0	0	0
43-6011	Executive Secretaries and Executive Administrative Assistants	3		29	23	6	0.79	9	15	-6	20	9	11	0	0	0
43-6012	Legal Secretaries	3		19	11	8	0.58	6	6	0	13	6	7	0	0	0
43-6013	Medical Secretaries	3		65	52	13	0.80	19	33	-14	45	19	26	0	0	0
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	3		251	150	101	0.60	75	78	-3	175	73	102	0	0	0
43-9011	Computer Operators	3		5	2	3	0.40	2	2	0	3	0	3	0	0	0
43-9041	Insurance Claims and Policy Processing Clerks	3		38	21	17	0.55	12	13	-1	26	8	18	0	0	0
43-9111	Statistical Assistants	4		3	2	1	0.67	0	0	0	2	1	1	1	1	0

Occupation Code	Occupation Title	Job Zone	Gap Indicator	Average Annual Demand	Average Annual Supply	Average Annual Gap	S/D Ratio	Associate Demand	Associate Supply	Associate Gap	Bachelor Demand	Bachelor Supply	Bachelor Gap	Graduate Demand	Graduate Supply	Graduate Gap
43-9199	Office and Administrative Support Workers, All Other	3		15	7	8	0.47	3	3	0	12	4	8	0	0	0
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	3		25	8	17	0.32	0	0	0	25	8	17	0	0	0
47-2011	Boilermakers	3		2	1	1	0.50	2	1	1	0	0	0	0	0	0
47-2111	Electricians	3		53	13	40	0.25	53	13	40	0	0	0	0	0	0
47-2152	Plumbers, Pipefitters, and Steamfitters	3		11	12	-1	1.09	11	12	-1	0	0	0	0	0	0
47-4011	Construction and Building Inspectors	3		29	5	24	0.17	10	1	9	19	4	15	0	0	0
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	3		35	11	24	0.31	0	0	0	35	11	24	0	0	0
49-2011	Computer, Automated Teller, and Office Machine Repairers	3		9	7	2	0.78	9	7	2	0	0	0	0	0	0
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	3		10	4	6	0.40	5	4	1	5	1	4	0	0	0
49-2092	Electric Motor, Power Tool, and Related Repairers	3		1	1	0	1.00	1	1	0	0	0	0	0	0	0
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	3		4	5	-1	1.25	4	5	-1	0	0	0	0	0	0
49-2097	Electronic Home Entertainment Equipment Installers and Repairers	3		2	1	1	0.50	2	1	1	0	0	0	0	0	0
49-2098	Security and Fire Alarm Systems Installers	3		6	4	2	0.67	6	4	2	0	0	0	0	0	0
49-3023	Automotive Service Technicians and Mechanics	3		41	22	19	0.54	41	22	19	0	0	0	0	0	0
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	3		25	26	-1	1.04	25	26	-1	0	0	0	0	0	0
49-9041	Industrial Machinery Mechanics	3		30	6	24	0.20	30	6	24	0	0	0	0	0	0
49-9043	Maintenance Workers, Machinery	3		8	1	7	0.13	8	1	7	0	0	0	0	0	0
49-9044	Millwrights	3		4	1	3	0.25	4	1	3	0	0	0	0	0	0
51-2041	Structural Metal Fabricators and Fitters	3		12	9	3	0.75	12	9	3	0	0	0	0	0	0
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	3		22	5	17	0.23	22	5	17	0	0	0	0	0	0

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51-4012	Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	3		1	0	1	0.00	1	0	1	0	0	0	0	0	0
51-4041	Machinists	3		20	5	15	0.25	20	5	15	0	0	0	0	0	0
51-4111	Tool and Die Makers	3		4	1	3	0.25	4	1	3	0	0	0	0	0	0
51-5112	Printing Press Operators	3		7	16	-9	2.29	7	16	-9	0	0	0	0	0	0
51-6052	Tailors, Dressmakers, and Custom Sewers	3		1	2	-1	2.00	0	0	0	1	2	-1	0	0	0
51-8021	Stationary Engineers and Boiler Operators	3		7	1	6	0.14	0	0	0	7	1	6	0	0	0
51-8031	Water and Wastewater Treatment Plant and System Operators	3		5	0	5	0.00	5	0	5	0	0	0	0	0	0

APPENDIX G: CROSSWALK OF PROGRAMS TO OCCUPATIONS

(Full List Available Upon Request)

Occupation Code	Occupation Title	Degree Code	Degree Title	NCES	PA	ACS
11-1021	General and Operations Managers	44.0401	Public Administration	•		•
		50.1001	Arts, Entertainment, and Media Management, General		•	
		50.1002	Fine and Studio Arts Management		•	
		50.1003	Music Management		•	
		50.1004	Theatre/Theatre Arts Management		•	
		52.0101	Business/Commerce, General	•		•
		52.0201	Business Administration and Management, General	•	•	•
		52.0204	Office Management and Supervision	•		
		52.0205	Operations Management and Supervision	•		
		52.0206	Non-Profit/Public/Organizational Management	•		
		52.0213	Organizational Leadership	•		
		52.0299	Business Administration, Management and Operations, Other	•		
		52.0501	Business/Corporate Communications		•	
		52.0701	Entrepreneurship/Entrepreneurial Studies	•		•
		52.0703	Small Business Administration/ Management	•		
		52.0799	Entrepreneurial and Small Business Operations, Other	•		
		52.0801	Finance, General			•
		52.1101	International Business/Trade/Commerce	•		•
		52.1201	Management Information Systems, General		•	
		52.1206	Information Resources Management		•	
		52.1207	Knowledge Management		•	
		52.1299	Management Information Systems and Services, Other		•	
		52.1301	Management Science			•

Occupation Code	Occupation Title	Degree Code	Degree Title	NCES	PA	ACS
13-1161	Market Research Analysts and Marketing Specialists	45.0101	Social Sciences, General	•		
		45.0602	Applied Economics			•
		45.9999	Social Sciences, Other	•		
		52.0101	Business/Commerce, General	•		
		52.0601	Business/Managerial Economics	•		
		52.1401	Marketing/Marketing Management, General	•	•	•
		52.1402	Marketing Research	•	•	•
		52.1403	International Marketing	•	•	•
		52.1499	Marketing, Other	•	•	
13-2011	Accountants and Auditors	43.0117	Financial Forensics and Fraud Investigation	•		•
		45.0601	Economics, General		•	
		45.0603	Econometrics and Quantitative Economics		•	
		45.0605	International Economics		•	
		45.0699	Economics, Other		•	
		52.0101	Business/Commerce, General	•		
		52.0301	Accounting	•	•	•
		52.0303	Auditing	•	•	•
		52.0304	Accounting and Finance	•	•	•
		52.0305	Accounting and Business/Management	•	•	•
		52.0399	Accounting and Related Services, Other	•	•	
		52.0601	Business/Managerial Economics		•	
		52.0801	Finance, General	•	•	
		52.0804	Financial Planning and Services		•	
		52.0807	Investments and Securities		•	
		52.0899	Finance and Financial Management Services, Other	•	•	
		52.1304	Actuarial Science		•	
		52.1601	Taxation	•		•
15-1121	Computer Systems Analysts	11.0101	Computer and Information Sciences, General	•		•
		11.0103	Information Technology	•		•
		11.0501	Computer Systems Analysis/Analyst	•	•	•
		11.0701	Computer Science		•	
		11.0801	Web Page, Digital/Multimedia and Information Resources Design	•	•	
		11.0803	Computer Graphics		•	
		11.0804	Modeling, Virtual Environments and Simulation		•	

Occupation Code	Occupation Title	Degree Code	Degree Title	NCES	PA	ACS
		11.0899	Computer Software and Media Applications, Other		•	
		11.0901	Computer Systems Networking and Telecommunications			•
		52.1201	Management Information Systems, General	•		
		52.1207	Knowledge Management	•		
		52.1299	Management Information Systems and Services, Other	•		
29-1141	Registered Nurses	51.0000	Health Services/Allied Health/Health Sciences, General	•	•	
		51.0704	Health Unit Manager/Ward Supervisor	•	•	
		51.3801	Registered Nursing/Registered Nurse	•	•	•
		51.3803	Adult Health Nurse/Nursing	•	•	•
		51.3805	Family Practice Nurse/Nursing	•	•	•
		51.3808	Nursing Science	•	•	•
		51.3818	Nursing Practice	•	•	•
		51.3899	Registered Nursing, Nursing Administration, Nursing Research and Clinical Nursing, Other	•	•	•