Virginia Nursing Faculty Salaries: 2008 Update

State Council of Higher Education for Virginia

Advancing Virginia through Higher Education

ACKNOWLEDGEMENTS

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EXECUTIVE SUMMARY

Various studies have reported a rising nursing shortage due to aging baby boomers, a growing need in health care, and a lack of capacity in nursing schools due to faculty shortage. As part of Virginia's nursing workforce assessment, the State Council of Higher Education for Virginia (SCHEV) conducted a study of salary discrepancies between nursing faculty and nurses in clinical practice at the request of the Joint Commission on Health Care (JCHC) in 2002. The 2002 study, *Nursing Faculty Salary Report*, showed no significant discrepancies.

Since then, both Virginia and the nation experienced an economic recession in the 2002-04 biennium. The Commonwealth had to reduce general fund allocations to all state agencies, including public higher education institutions, and forgo salary increases for state employees during that period. As a result, the average Virginia faculty salary has fallen behind the national average. In addition, other studies have indicated that compensation differentials contribute to the nursing faculty shortage. Given the demographic and economic changes since 2002, it is time to reassess the competitiveness of Virginia nursing faculty salaries.

In 2007, SCHEV staff visited and collected data from all public institutions with nursing education programs (nine public four-year universities and the Virginia Community College System). Data collection included qualitative interviews of nursing program administrators/directors as well as quantitative data collection. The purpose of the current study, *An Update of Virginia Nursing Faculty Salaries*, is to assess salary discrepancies and examine the factors affecting Virginia nursing faculty recruitment and retention. This report (1) provides a descriptive analysis of the nursing faculty shortage at Virginia's public institutions; (2) identifies the challenges associated with recruiting and retaining nursing faculty; (3) demonstrates some of the barriers that limit the expansion of nursing education programs in Virginia; (4) compares nursing faculty salaries with the salaries of nurses in clinical practice; (5) provides qualitative data on the effects of faculty salary on the recruitment and retention of nursing faculty, and (6) offers a brief description of the existing nursing education programs at public institutions.

The present study demonstrates that Virginia nursing faculty conditions are mirroring the national trends, but *nursing faculty salaries at public institutions are lagging behind nurse salaries in clinical and private sectors*, a change from the results of the 2002 study that showed no significant discrepancy in salaries. In addition, qualitative data gleaned from interviews with nurse education program administrators/directors at Virginia's public institutions indicate that the lower salaries earned by nursing faculty (in comparison to salaries in clinical settings) have the effect of reducing the pool of available candidates for advertised faculty positions and directly impact an institution's ability to recruit and retain qualified faculty. The scarcity of qualified nursing faculty is viewed as a significant barrier in addressing the nursing shortage.

An Update of Virginia Nursing Faculty Salaries

INTRODUCTION

A well-documented nursing workforce crisis is looming, and although the demand for full-time-equivalent (FTE) nurses in the Commonwealth of Virginia is projected to increase dramatically in the coming years, the projected supply will not meet that demand.

In its 2004 report, entitled *Condition of Nursing and Nursing Education in the Commonwealth*, SCHEV projected a shortage of 23,000 FTE nurses by the year 2020. Contributing to this scenario in the Commonwealth are such factors as predicted population growth, an aging population (in general *and* in the nursing ranks), and increased utilization trends in healthcare services. It is estimated that in order to meet the projected demand, the Commonwealth needs to produce an average of approximately 1,600 additional nurses each year.

Although numerous nursing education programs are located in the Commonwealth, the number of nurses each program can produce in any given year is limited by an inadequate number of teaching faculty. This shortage of nursing faculty severely restrains the ability for nursing programs to admit and prepare additional students, and therefore, produce additional nurses. Other barriers to the expansion of nursing education programs include the high cost of operating these programs and difficulties in scheduling clinical experiences for students (*Strategic Plan and Recommendations to Ensure an Adequate Supply of Nurses in Virginia*, 2004).

At the national and regional level, several studies and reports document this current unprecedented nursing shortage (American Hospital Association, 2001; Southern Regional Education Board, 2002; US Department of Health and Human Services, 2006; US Bureau of Labor Statistics, 2007). According to these reports, factors which impact the widespread nursing shortage include: (1) an inability of nursing education providers to prepare enough trained nurses to meet the demand; (2) a shortage of nursing faculty which limits college nursing enrollments; (3) national demographic changes causing increased demand for nurses for an aging population; and (4) high turn-over rates for nurses in the workplace resulting from difficult working conditions.

A number of studies have sought to describe the nursing faculty shortage. The American Association of Colleges of Nursing (AACN) has identified two top factors responsible for the nursing faculty shortage: 1) the aging of the faculty and their impending retirements, and 2) the ostensible salary discrepancy between nursing faculty and nurses working in the field.

1) AGE: The average age of Virginia's nursing faculty in 2002 was reported as 53 years (SCHEV 2004-a). Closely tied to the age factor in the faculty shortage is the impending retirement of those who are currently nursing faculty. At the national level, AACN reports that from 2003 through 2012, between 200 and 300 doctorally prepared faculty will be eligible for retirement per year (American Association of Colleges of Nursing, 2005). Based on the statistics regarding the age of Virginia nursing faculty, it can be determined that this problem will be facing Virginia as well in the next few years.

Table 1

Average Age of National Nursing Faculty by Educational Preparation and Rank

	Master's Prepared	Doctorally Prepared
Professor	56.5 years	58.6 years
Associate Professor	54.8 years	55.8 years
Assistant Professor	50.1 years	51.6 years

Source: American Association of Colleges of Nursing, 2007

2) SALARIES: Additional factors cited by AACN that contribute to the nursing faculty shortage include compensation differentials in private-sector clinical settings and insufficient numbers of potential nurse educator graduates from master's and doctoral programs (AACN, 2007).

Table 2

National Median Salaries, Fall 2004

by Level of Preparation and Place of Employment

	Master's Prepared	Doctorally Prepared
Associate Professor	$62,778	$77,605
Assistant Professor	$58,567	$68,444
Clinical Positions	Master's or Doctorally prepared range $71,544 to $137,979	

Source: American Association of Colleges of Nursing, 2005

The AACN also cites as an important factor in the nursing faculty shortage the insufficient number of graduates from master's and doctoral programs, which is the pool for potential nurse educators. Ironically, the reason for the insufficient pool of master's and doctorally prepared candidates is more of the same – not enough faculty to teach those advanced students. AACN data showed that nationally, in the fall of 2003, there were 93 research-focused doctoral programs in nursing with 3,439 enrolled students and 412 graduates from those programs. The same report indicated that enrollments in master's programs declined steadily from 1996 to 2001, after which numbers began to increase again (AACN, 2005). A survey by AACN in 2006 indicated there were 637 faculty vacancies across more than 300 nursing schools with baccalaureate or graduate programs (Powers, 2007). Another AACN study on faculty positions showed that the nursing faculty vacancy rate is 8.8%, equivalent of 2.2 faculty vacancies per school in 2007 (AACN, 2007b).

STATEMENT OF THE PROBLEM

The shortage of nursing faculty is a slightly different challenge to address than the overall nursing shortage because of the level of education required to produce a new member of the nursing faculty. Faculty must be educated longer, which is financially burdensome for some individuals, possibly serving to deter some from pursuing that goal. However, addressing the nursing faculty shortage is an important and integral aspect of addressing the overall shortage of licensed nurses in Virginia. In order to create a supply of nurses to meet the ever-growing demand, there must be adequate faculty to teach the next generation of nurses.

In response to the national trends and projections in the nursing labor market, Virginia has conducted a series of studies and implemented various strategies to address this problem. In 2002, the Joint Commission on Health Care (JCHC) requested that SCHEV conduct a study to compare Virginia nursing faculty salaries with nurse salaries in health care. In 2003, the General Assembly asked SCHEV to develop a strategic statewide plan to ensure an adequate supply of nurses in Virginia. *The Strategic Plan and Recommendations to Ensure an Adequate Supply of Nurses in Virginia*, a report produced by SCHEV in 2004, proposed that one of the goals for

Virginia should be to increase the number of nursing faculty by 15% within two years and by 35% within 12 years from the date of the report. The report further suggested that in order to achieve that goal, the Commonwealth should increase nursing faculty salaries 15% above inflation over a five-year period.

In addressing these goals, during the 2006-08 biennium, the General Assembly provided special funding to Northern Virginia Community College and to the University of Virginia to increase the supply of nursing faculty. Moreover, in 2007 the Governor and the General Assembly approved budget line items that allotted funds to public institutions with nursing programs "to increase the average salary of nursing faculty by 10%, effective November 25, 2007" (General Assembly, 2007). This increase was in addition to the across-the-board 4% salary increase to all state employees in 2007-08.

This current study seeks to examine what the nursing faculty salaries were in the fall of 2006 *before* the across-the-board 10% increase. Data for 2007 (after the 10% increase) were not available at the time of study. Additionally, this study addresses the question of how nursing faculty salaries in the educational setting compare to salaries in the clinical or workplace setting. Lastly, the study examines qualitative data from interviews with administrators/directors of public nursing schools addressing such issues as faculty recruitment and retention, faculty numbers, faculty workload, and the use of adjunct faculty and their pay levels.

METHODOLOGY

SCHEV staff collected data from nine public four-year universities and the Virginia Community College System (VCCS). (See Appendix A for list of participating institutions.) These institutions provide nursing education programs in the Commonwealth granting a range of degrees from associate to doctoral. The data collection phase of this study occurred during the spring and summer of 2007. The study focused only on salaried full-time instructional faculty and obtained data pertaining to 372 nursing faculty who met this criterion.

Qualitative Data Collection: At each institution, qualitative data were collected through on-site and telephone interviews of program administrators/directors. Every interviewee

was asked a similar set of open-ended questions, and the interviews were recorded and transcribed to preserve accuracy. For the VCCS, assistance was provided by the Office of the Vice Chancellor for Academic Services via outreach and presentation at a system-wide nursing program directors meeting. (VCCS data have been aggregated to system-wide level.) The open-ended interview questions were the following:

<u>Interview Questions</u>

1. Does your institution have a waiting list of qualified students?
    a) At the graduate level?
    b) At the undergraduate level?

2. If yes, what is the main barrier preventing your institution from admitting these students?
    a) Space?
    b) Faculty?
    c) Clinical sites?

3. If you had enough money to hire sufficient faculty to meet your student demand, how many more students could you admit?

4. What are your greatest challenges in recruiting faculty?

5. What are the main causes for your faculty turnover?

6. When your faculty leave, where do they go?

7. Where does your faculty come from—where had they been before they came to you?

8. How do you pay your adjunct or part-time faculty: by the credit hour or by the course? Do you pay for prep time?

9. What is your major problem in faculty recruitment now that the 10% salary increase has been approved?

<u>Quantitative Data Collection</u>: This report presents the quantitative survey findings of Virginia nursing faculty salaries at public institutions and compares those findings with nurse salaries in the clinical and private sectors. For comparison purposes, it is important to note that the Virginia nursing faculty salaries information presented in this report is for 2007, *before the 10% salary increase* that took effect in 2008.

Consequently, at present there are no equivalent national data available for comparison purposes for that time period.

Moreover, faculty salaries for 11-12 month contracts and annual in-the-field nurse salaries have been converted to a basis of 9-10 months by multiplying a factor of 9/11. The rationale for the conversion is that most nursing faculty are employed on a 9-10 month basis, and although faculty can generate additional income through summer teaching or other work, this summer income may not be comparable to that of nurses salaried on an annualized basis.

It is also important to note that the reason that private institutions were not included in the study is that the 10% nursing faculty salary increase in 2008 only applied to nursing faculty at Virginia's public institutions.

CHARACTERISTICS OF VIRGINIA NURSING FACULTY
Summary Results of Interview Questions

Questions #1 and #2: Does your institution have a waiting list of qualified students? If so, what is the main barrier preventing your institution from admitting these students?

Virginia colleges and universities face certain barriers in expanding their nursing programs. Seven schools in this study reported having waiting lists of qualified applicants, in particular at the undergraduate level, primarily due to lack of faculty and clinical sites. For example, Virginia Commonwealth University (VCU) could only admit 35 freshmen out of 254 qualified applicants in 2006, and the remaining applicants were either placed on a waiting list or denied admittance to the program. During that same year, Old Dominion University (ODU) admitted one-third of the applicants at the undergraduate level, turned away a third of the qualified students and placed the rest on a waiting list. University of Virginia (UVA) and Norfolk State University (NSU) stated they placed qualified students on waiting lists because they were short of faculty and clinical sites.

Space is another problem. James Madison University (JMU) reported it was unable to admit between one-third and one-half of all qualified applicants due to limited classroom space on campus. University of Virginia's College at Wise (UVA-Wise) and

Virginia State University (VSU) also reported to have space problems. George Mason University (GMU) and Radford University reported that they had turned away between 75 and 100 qualified applicants because they had an insufficient number of clinical sites, faculty, and limited space.

Question #3: If you had enough money to hire sufficient faculty to meet your student demand, how many more students could you admit?

Four institutions (NSU, ODU, UVA-Wise, and VSU) indicated that they would have, and could have, increased the number of admitted nursing students had the institution had sufficient resources to hire additional faculty.

Question #4: What are your greatest challenges in recruiting faculty?

All interviewees indicated that the overall shortage of nursing faculty and the inability to be competitive with 12-month salaried nurses employed outside of academe are the two major challenges in nursing faculty recruitment. In addition, GMU administrators stated that retirement of current master's prepared faculty was another challenge specific to its program. Other challenges related to nursing faculty recruitment include location attractiveness (UVA-Wise and JMU), the lack of spousal opportunities (UVA), and incompatible research interests between individuals and institutions (UVA).

Question #5: What are the main causes for your faculty turnover?

The interviews identified that there are three main factors that contribute to faculty turnover in Virginia. The first is the growing competition for master's prepared faculty, which is directly related to the nationwide shortage. The second is the impending retirement of current nursing faculty, and the third is that master's prepared faculty members are returning to school to pursue doctoral degrees.

Question #6: When your faculty leaves, where do they go?

An overwhelming majority (7 out of 10) of nursing programs in this study reported that faculty left their institutions for employment opportunities outside of academe. They cited the inability of higher education institutions to compete with industry salaries as the main reason faculty return to clinical settings. UVA reported that

some faculty depart to pursue teaching opportunities at non-research institutions, and JMU and NSU stated that faculty members leave to pursue doctoral degrees.

Question #7: Where does your faculty come from—where had they been before they came to you?

Interviewees indicated that at Virginia public colleges and universities, nursing faculty are primarily recruited from the clinical environment and other postsecondary educational institutions. A few programs reported that they recruit their faculty primarily from the local area (NSU, ODU, UVA, and UVA-Wise).

Question #8: How do you pay your adjunct or part-time faculty: by the credit hour or by the course? Do you pay for prep time?

An important resource to all nursing programs, adjunct faculty are employed for various kinds of teaching. Adjunct nursing faculty play a special role at clinical sites, as most adjunct faculty are nurses themselves, therefore bringing state-of-the-art clinical knowledge to students. In addition, adjunct clinical faculty enable nursing education programs to increase capacity while not incurring the additional costs associated with full-time faculty with benefits. Five schools reported they pay adjunct faculty by the credit hour (GMU, JMU, Radford, UVA, and VCU). UVA also has a pay differential for doctorally prepared faculty. Other schools pay adjunct faculty based on a combination of credit hours and contact hours (NSU, ODU, UVA-Wise, and VSU). Only three programs (UVA, VCU, and VSU) reported paying adjunct faculty for class preparation time.

Question #9: What is your major problem in faculty recruitment after the 10% salary increase?

All program administrators indicated that for full-time nursing faculty, recruitment challenges will continue even after the across-the-board 10% salary increase. A major challenge is the small pool of available candidates. Several programs reported that they received limited applications for position openings (NSU, ODU, Radford, and the Virginia Community Colleges). Another challenge is the nurse salary competition from the clinical setting. It is estimated that the 10% salary increase would reduce the salary

gap (but that figure may still not be competitive). In addition, GMU reported that it is difficult to package higher education as a viable career option.

RESULTS OF THE QUANTITATIVE SURVEY AND ANALYSIS

(A) Nursing Faculty Qualifications

  Requirements for faculty appointment vary across academic institutions. However, in order to comply with the nursing accreditation requirements, nursing educational programs at four-year institutions require a minimum preparation of a master's degree for faculty appointment. Of the 372 nursing faculty surveyed, about 96% of them hold either a master's degree (62.1%) or a doctoral degree (33.6%). Only 16 faculty members have bachelor's degrees in nursing and are primarily teaching in associate degree programs at Virginia community colleges.

  In addition, over 34% of faculty have various types of national certifications. Twenty percent of faculty work in a clinical practice environment in addition to their teaching duties, and 16% of faculty devote some of their time to research.

(B) Nursing Faculty Retention and Recruitment

  (1) Faculty Retention

  Of the 372 nursing faculty surveyed, 26% have been in nursing education for 20 years or more and one-third have been teaching for over 30 years, indicating these faculty are nearing retirement age. A third of the total faculty surveyed have 5 years or less teaching experience in nursing education. During the site visits, all nursing programs indicated they had a normal faculty turn-over rate of about 2%-3% per year.

  (2) Faculty Recruitment

  All nursing programs have reported that it is difficult to recruit faculty, primarily because the pool of applicants is small at all levels. Often there are only one or two applications for a position opening.

(C) Average Nursing Faculty Salaries

  Generally in academia, multiple factors combine to determine faculty salaries, such as educational level, academic rank, academic discipline, institutional type, selectivity, reputation, geographical location, and so on. Typically, faculty with a higher

academic rank and higher educational level earn higher salaries. Well-known institutions often offer higher salaries for applicants with a prestigious reputation, numerous publication credits in peer-reviewed journals, or a history of winning research dollars. Faculty at research institutions are paid more, in part, because there is an expectation that they will conduct research as well as teach. Faculty in certain disciplines, such as business and engineering, usually receive higher salaries due to the competition in the labor market. On the other hand, institutions located in small towns often tend to pay less because the cost of living is lower.

This SCHEV study found that the differences in nursing faculty salaries among Virginia institutions are in line with these assumptions. Table 3.1 shows that Virginia nursing faculty with doctoral degrees have the highest average salary at all faculty ranks, and faculty with bachelor's degrees have the lowest salaries. In addition, the table shows that faculty salary coincides with faculty rank; i.e., the higher the faculty rank, the higher the salary. One exception is that the average salary of the nursing assistant professor with a doctoral degree is lower than an assistant professor with a master's degree in other fields. The findings of the average faculty salaries by faculty rank and educational attainment level are quite similar to those found in the 2002 study (Table 3.2).

Table 3.1

Average Virginia Nursing Faculty Salary by Faculty Rank and Education Level

2006-07

Faculty Rank	Faculty Educational Level			
	Bachelor's in Nursing	Master's in Nursing	Master's in Other Field	Doctoral Degree
Professor	-	$57,418	-	$84,695
Associate Prof.	-	$54,139	$63,065	$71,850
Assistant Prof.	$50,375	$50,753	$61,088	$59,044
Instructor	$45,801	$49,091	$53,239	-
Overall Average	$46,659	$51,529	$56,026	$71,145

Table 3.2

Average Virginia Nursing Faculty Salary by Faculty Rank and Education Level

2001-02

Faculty Rank	Faculty Educational Level			
	Bachelor's in Nursing	Master's in Nursing	PhD in Nursing	PhD in Non-Nursing
Professor	-	$61,751	$75,742	$82,032
Associate Prof.	$50,545	$62,096	$70,656	$74,677
Assistant Prof.	$51,410	$54,169	$59,219	$63,365
Instructor	$46,351	$53,788	-	$51,992
Overall Average	$48,664	$56,767	$70,206	$73,111

Table 4.1 indicates that faculty in programs that offer doctoral degrees tend to have the highest salary while faculty teaching in associate degree programs tend to earn the lowest salaries. As noted above, salary differences are affected by variations in required educational credentials for faculty appointment among degree programs. Although this finding corresponds to the 2002 study, the 2007 average of faculty salaries at all levels of educational programs are lower than the average salaries in the 2002 study (Table 4.2). A possible explanation is that a larger number of younger faculty with less teaching experience have joined the programs while older faculty with higher salaries have retired since 2002.

Table 4.1

Average Virginia Nursing Faculty Salary by Faculty Rank and Program Level

in 2006-07

Faculty Rank	Educational Program			
	Associate Degree	Bachelor's Degree	Master's Degree	Doctoral Degree
Professor	$62,326	$83,416	$77,892	$90,599
Associate Prof.	$54,872	$70,603	$68,880	$73,352
Assistant Prof.	$52,208	$61,211	$54,754	$57,107
Instructor	$46,789	$51,306	$50,895	$50,587
Overall Average	$53,629	$57,406	$58,335	$64,602

Table 4.2

Average Virginia Nursing Faculty Salary by Faculty Rank and Program Level

in 2001-02

Faculty Rank	Educational Program			
	Associate Degree	Bachelor's Degree	Master's Degree	Doctoral Degree
Professor	$64,595	$66,211	$76,710	$88,502
Associate Prof.	$57,635	$59,425	$68,231	$77,640
Assistant Prof.	$52,151	$50,184	$54,845	$64,139
Instructor	$46,097	$46,232	$61,435	$58,454
Overall Average	$55,944	$53,733	$64,793	$73,548

Table 5.1 presents the average faculty salary by faculty rank and region. Overall, the average faculty salary was the highest in Northern Virginia where the cost of living is typically higher than in other regions of the state. This finding matches the corresponding one in the 2002 study (Table 5.2). Table 5.1 indicates that salary disparities varied by faculty rank among regions. A possible contributing factor for the salary variation may be whether or not faculty have clinical licenses (for example, nurse practitioner, nurse anesthetist, and others). Due to labor market competition, faculty members with clinical licenses, on average, are paid higher salaries than those without.

Table 5.1

Average Virginia Nursing Faculty Salary by Faculty Rank and Region

2006-07

Faculty Rank	Region					
	Central	Northern	Southside	Southwest	Tidewater	Valley
Professor	$84,531	$75,757	$57,479	$74,840	$67,892	$71,246
Associate Prof.	$64,901	$68,341	$50,012	$56,998	$65,737	$57,473
Assistant Prof.	$52,034	$62,050	$44,278	$48,224	$55,950	$50,525
Instructor	$47,877	$56,113	$43,604	$46,451	$51,059	$49,434
Overall Average	$59,806	$63,962	$49,823	$54,801	$56,700	$53,425

Table 5.2

Average Virginia Nursing Faculty Salary by Faculty Rank and Region

2001-02

Faculty Rank	Region					
	Central	Northern	Southside	Southwest	Tidewater	Valley
Professor	$78,497	$81,559	$61,704	$66,403	$71,821	$61,110
Associate Prof.	$77,840	$69,801	$67,808	$58,410	$65,728	$67,229
Assistant Prof.	$60,006	$63,241	$52,853	$47,919	$55,638	$56,406
Instructor	$54,803	$59,737	$51,521	$43,002	$60,209	$51,678
Overall Average	$69,261	$70,019	$56,038	$54,922	$63,539	$62,677

COMPARISON WITH THE NURSING LABOR MARKET

(A) Nursing faculty salaries in other states

The American Association of Colleges of Nursing (AACN) conducts an annual salary survey of instructional and administrative nursing faculty nationally. AACN is dedicated exclusively to advancing nursing education at the baccalaureate and higher degree levels in America's colleges and universities. In 2006-07, 608 institutions, including 15 Virginia public and private institutions, participated in the AACN's salary survey. Table 6.1 compares the average faculty salary by faculty rank and educational level at public four-year institutions in 2006-07.

Table 6.1

Average Salary of Full-Time Instructional Faculty

By Faculty Rank and Educational Level at Public 4-Year Institutions

2006-07

With a Doctoral Degree	National[1]	South[1]	Virginia[2]
Professor	$87,031	$82,798	$82,432
Associate Professor	$70,250	$68,074	$70,149
Assistant Professor	$61,254	$60,010	$58,655
Instructor	$52,896	$49,971	-
Without a Doctoral Degree			
Professor	$70,046	$63,147	-
Associate Professor	$59,229	$58,266	$61,880
Assistant Professor	$53,220	$52,397	$53,864
Instructor	$49,400	$49,134	$51,317

Notes:

(1) National and South data come from 2006-07 annual salary survey of American

Association of Colleges of Nursing.

(2) Virginia data come from SCHEV survey of July 2007

Table 6.2

Average Salary of Full-Time Instructional Faculty

By Faculty Rank and Educational Level at Public 4-Year Institutions

2001-02

With a Doctoral Degree	National[1]	South[1]	Virginia[2]
Professor	$73,707	$70,753	$73,878
Associate Professor	$60,705	$59,189	$63,955
Assistant Professor	$52,180	$50,804	$53,355
Instructor	$43,908	$45,481	$42,539
Without a Doctoral Degree			
Professor	$57,504	$44,886	-
Associate Professor	$51,127	$49,861	$56,909
Assistant Professor	$46,282	$45,759	$49,895
Instructor	$41,590	$40,905	$47,729

Notes:

(1) National and South data come from 2001-02 annual salary survey of American Association

of Colleges of Nursing.

(2) Virginia data come from SCHEV survey of July 2002

The data indicate that the average salary of Virginia nursing faculty with a

doctoral degree is lower than their peers nationally, and in the South, at all ranks. This

is a change from the findings in the 2002 study which showed no salary discrepancy between Virginia full-time instructional nursing faculty and their national public peers at each faculty rank (Table 6.2). However, Virginia nursing faculty without a doctoral degree earned slightly higher salaries than their counterparts, both nationally and in the South in 2002.

Table 7.1 compares the average faculty salary by rank, faculty terminal degree, and educational program at public four-year institutions. Virginia nursing faculty, with and without a doctoral degree, are paid less than their national counterparts in master's and doctoral nursing programs, but higher than their counterparts in baccalaureate programs. One potential explanation for the higher compensation of Virginia nursing faculty in baccalaureate programs may be due to the study sample size. There are only two Virginia institutions in this category as compared to 82 baccalaureate programs with over 6,000 faculty nationally. The Virginia average salary may be skewed as a result of the small sample size. Overall, the national comparisons show the average Virginia nursing faculty salary is lower than their national peers in 2007 than it was in 2002. The 2002 study showed no salary discrepancy between Virginia nursing faculty and their national public peers (Table 7.2).

Table 7.1

Average Salary of Full-Time Instructional Faculty

By Faculty Rank, Educational Level, and Educational Program

at Public 4-Year Institutions

2006-07

	Bachelor's		Master's		Doctoral	
With a Doctoral Degree	National[1]	Virginia[2]	National[1]	Virginia[2]	National[1]	Virginia[2]
Professor	$68,410	$83,416	$88,070	$73,840	$95,173	$86,196
Associate Professor	$59,178	$70,603	$70,976	$65,267	$73,171	$72,034
Assistant Professor	$57,297	$52,422	$61,402	$62,007	$62,750	$58,471
Instructor	-		$52,896	-	$53,984	-
Without a Doctoral Degree						
Professor	$73,754	-	$69,304	-	-	-
Associate Professor	$55,939	-	$60,673	$61,880	$65,085	-
Assistant Professor	$47,413	$70,000	$54,557	$50,610	$55,124	$50,482
Instructor	$46,046	$51,306	$49,691	$50,895	$51,594	$50,886

Notes:

(1) National data come from 2006-07 annual salary survey of American Association of Colleges of Nursing.

(2) Virginia data come from SCHEV survey of July 2007

Table 7.2

Average Salary of Full-Time Instructional Faculty

By Faculty Rank, Educational Level and Educational Program

at Public 4-Year Institutions

2001-02

	Bachelor's		Master's		Doctoral	
With a Doctoral Degree	National[1]	Virginia[2]	National[1]	Virginia[2]	National[1]	Virginia[2]
Professor	$60,027	$60,000	$75,117	$62,650	$82,939	$77,464
Associate Professor	$54,573	$54,663	$61,177	$58,620	$63,850	$68,343
Assistant Professor	$49,399	$48,066	$52,416	$43,150	$53,770	$55,953
Instructor	-	$42,539	$44,439	-	$41,424	-
Without a Doctoral Degree						
Professor	$54,436	-	$61,113	-	-	-
Associate Professor	$48,820	$56,909	$52,486	$53,825	$57,968	$59,993
Assistant Professor	$42,981	$46,150	$47,306	$39,242	$49,069	$53,524
Instructor	$38,961	$43,734	$41,959	$50,265	$43,240	$47,826

Notes:

(1) National data come from 2001-02 annual salary survey of American Association of Colleges of Nursing.

(2) Virginia data come from SCHEV survey of July 2002

In Virginia, there are a total of 27 public institutions that offer nursing education programs. Full-time nursing faculty at our public institutions are distributed as follows: 224 faculty members work at nine four-year programs, and 148 are employed at 18 community college programs. (Note: these numbers *do not include adjunct faculty*; three community colleges have a joint nursing program which this study counts as one).

It is noted that Tables 6.1 and 7.1 compare peer faculty salaries nationally at four-year public institutions; these institutions account for 61% of the Virginia nursing faculty workforce. The other 39% of the nursing education programs in Virginia are housed at the Virginia community colleges (VCCS). However, there are very few national studies about nursing faculty at community colleges. The only national data available on nursing faculty salaries at two-year colleges was a special study by the National League of Nursing (NLN) in 2006. Table 8 compares the average nursing faculty salary by faculty terminal degree at VCCS and its national peers. The data show the average salary of VCCS nursing faculty holding bachelor's degrees is about the same as their peers. The average salary of VCCS nursing faculty with master's degrees is a little bit less, and VCCS faculty having doctoral degrees earn more than their peers.

In sum, based on the NLN 2006 study, it appears there is no salary discrepancy between VCCS nursing faculty and their national peers.

Table 8

Nursing Faculty Salary by Faculty Terminal Degree

at Two-Year Colleges

	Faculty Educational Level		
	Bachelor's Degree	Master's Degree	Doctoral Degree
Virginia Community Colleges	$46,292	$54,169	$68,819
Public 2-year colleges[1,2]	$46,057	$55,883	$65,187

Notes:

(1) Data is from National League for Nursing, 2006.

(2) Data is increasd by 4% to assume 2007 salaries for comparison.

(B) The Nursing Labor Market

(a) Job Qualifications in the nursing labor market

Salary.com cites three categories of jobs in the nursing labor market. The first category is called *healthcare practitioners*, the second is described as *healthcare administration*, and the third is *healthcare technicians*. The *healthcare practitioners'* category includes jobs such as licensed practical nurse (LPN), registered nurse (RN), case manager, clinical nurse specialist, and nurse practitioner. This group makes up the majority of the nursing workforce*. Healthcare administration* includes jobs such as nurse manager, nurse director, and nursing administrator, while the *healthcare technicians'* category involves jobs like CAT Scan technologist, EKG technician, and surgical technologist (Salary.com, 2007).

LPN and healthcare technician positions usually require less than two years of training, and RN education programs vary between two and four years. All other kinds of jobs such as nurse practitioner, clinical nurse specialist, or nursing administrator generally require at least a master's degree. Various nursing salary studies have reported that salaries have a strong relationship with academic achievement and job title (ANP, 2002; DHHS, 2000; Nursing Management, 2002). Salary discrepancy is less pronounced among people with master's and doctoral degrees. In some cases, individuals with master's degrees earn higher salaries than those with doctoral degrees, depending on the position that they hold.

(b) Salaries in the Nursing Labor Market

Since the minimum faculty qualification in most nursing education programs is a master's degree, this study only compares jobs in the labor market that have similar qualification requirements and academic achievements. It may be assumed such jobs are the competitors of our institutions in terms of faculty recruitment and retention.

In making its comparisons, SCHEV used currently available national and state nursing salary reports from *Advance for Nurse Practitioners*, *Nursing Management,* salary.com, and indeed.com for comparisons. *Advance for Nurse Practitioners* is a peer-reviewed monthly news publication that provides clinical and news information to nurse practitioners nationwide and conducts biennial salary surveys. *Nursing Management* is a monthly journal for nurses who aspire to excel as healthcare managers and leaders, and the journal conducts annual salary surveys. Salary.com provides web-based salary data in the labor market, which is based on information reported by employers. Indeed.com also provides web-based job searches and uses data from salary.com. The reason for using indeed.com data is that it provides Virginia statewide salaries by job title.

Table 9.1 shows the average salary by job title/occupation. These nursing jobs require a minimum of a master's degree for employment, the same requirement as for a nursing faculty appointment. Thus, Virginia nursing faculty with bachelor's degrees were excluded in the comparison. The data indicate that Virginia nursing faculty salaries lagged behind nurse salaries in the clinical and private sectors within the state and nationally. This is a change from the 2002 study result that found no significant difference between Virginia faculty salaries and nurse salaries by job title (Table 9.2).

Table 9.1

Average Salary by Job Title/Occupation

2006-07

2007 Nat'l Median Market Salary	
Nurse Manager	$66,129
Nurse Practitioner	$63,725
Clinical Nurse Specialist	$62,353

Note: salary is converted to a 9-month base.

Source: salary.com, April 2007

2007 Avg Salary of Nurse Mgt	
Director	$74,307
Administrator	$64,309
Nurse Manager	$63,663
Supervisor	$57,011

Note: salary is converted to a 9-month base.

Source: Nursing Management, July 2007

2008 VA Job & Average Salary	
Clinic Nurse Specialist	$68,727
Nurse Practitioner	$66,273
Nurse Manager	$62,182
Nurse Coordinator	$62,182
Nurse Consultant	$62,182

Note: salary is converted to a 9-month base.

Source: indeed.com, February 2008

2007 VA Nursing Faculty Average Salary by Program Type*	
Doctoral Program	$64,602
Master's Program	$58,335
Bachelor's Program	$57,842
Associate Program	$54,405

Note: 11-12 month faculty salary is converted to a 9-month base. Faculty with a minimum master's degree

Source: SCHEV Survey 2007

Table 9.2

Average Salary by Job Title/Occupation

2001-02

2002 Nat'l Median Market Salary	
Nurse Manager	$68,997
Nurse Practitioner	$64,527
Clinical Nurse Specialist	$60,540

Source: salary.com, August 2002

2001 Avg Salary of Nurse Mgt	
Administrator	$71,500
Director	$61,100
Nurse Manager	$61,000
Supervisor	$59,200

Source: Nursing Management, July 2002

2002 VA State Job & Average Salary	
Pub Hlth Nurse Coordinator	$66,423
Pub Hlth Nurse Mger Sr.	$60,354
Pub Hlth Nurse Consultant	$59,204
Ceritified Nurse Pract Sr.	$58,705
Pub Hlth Nurse Manager	$57,772

Source: Virginia Department of Health

2002 VA Nursing Faculty Average Salary by Program Type*	
Doctoral Program	$73,548
Master's Program	$64,793
Bachelor's Program	$54,420
Associate Program	$57,823
Diploma Program	$58,850

Note: * Faculty salary has been annualized.

Source: SCHEV Survey 2002

Table 10.1 shows the average salary by individual educational attainment. The data indicate Virginia nursing faculty earned less than their counterparts with similar educational attainments in the clinical and private sectors. The salary gap between Virginia nursing faculty and the nurse workforce varied from 15% to 25% depending on individual educational attainment levels. This is a change from the 2002 study that

found no significant discrepancies in salary between nursing faculty and nurses in the clinical settings (Table 10.2).

In addition, when comparing salary increases from 2001-02 to 2006-07 by data source, Table 10.1 and Table 10.2 show that the <u>average</u> Virginia nursing faculty salaries (by educational attainment) had no change, or decreased some, during this period while those in the nursing management field had the largest increases. A *possible explanation* could be the consequences of retiring higher salaried faculty being replaced with younger faculty with lower salaries. This scenario could result in a lower <u>average</u> nursing faculty salary.

Table 10.1

Average Salary by Educational Level

2006-07

2007 Nurse Management Survey		2007 Nurse Practitioners Survey		Virginia Faculty Salary, 2006-07*	
PhD in Nursing	$88,282	Doctorate degree	$69,370	Doctoral Degree	$71,145
Master's in Other Field	$83,700	Master's degree	$66,696	Master's in Other field	$56,026
Master's in Nursing	$73,006	Bachelor's degree	$62,448	Master's in Nursing	$51,529
Bachelor's in Other Field	$64,448	Associate degree	$64,111	Bachelor's degree	$46,659
Bachelor's in Nursing	$62,885				

Note: salary is converted to a 9-month base. Note: salary is converted to a 9-month base. Note: * Faculty salary has been annualized,

Source: Nursing Management, July 2007 Source: Advance for Nurse Practitioners, and the salary is before the 10% increase.

January 2008 Source: SCHEV Survey 2007

Table 10.2

Average Salary by Educational Level

2001-02

2001 Nurse Management Survey		2001 Nurse Practitioners Survey		Virginia Faculty Salary, 2001-02*	
Master's in Other Field	$69,190	Master's in Pub Hlth	$67,210	PhD, Non-Nursing	$73,111
Master's in Nursing	$64,210	Doctorate	$66,760	PhD in Nursing	$70,206
PhD in Nursing	$62,080	Master's in Nursing	$63,462	Master's in Nursing	$56,767
Bachelor's in Nursing	$58,360	Bachelor's in Nursing	$61,710	Bachelor's in Nursing	$48,664

Source: Nursing Management, July 2002 Source: Advance for Nurse Practitioners Note: * Faculty salary has been annualized.

January 2002 Source: SCHEV Survey 2002

OBSERVATIONS AND CONCLUSIONS

The SCHEV 2007 study of nursing faculty salaries at public institutions shows Virginia nursing faculty conditions are mirroring the national trends, but *nursing faculty salaries at public institutions are lagging behind nurse salaries in clinical and private*

sectors. This is a change from the result of the 2002 study that showed no significant discrepancy in salaries. A potential explanation for the change is that the Virginia state budget underwent severe financial constraints between 2002 and 2004 as a result of the national economic recession. All state employees, including faculty, received small salary increases during that period. At the same time, the health care industry gave nurses annual double percentage increases in salaries to cope with the high demand and to curb high turn-over rates.

Based on the salary data from *Advance for Nurse Practitioners*, the average nurse salaries increased between 21% and 31% from 2001 to 2007, depending on the educational attainment level, an increase equivalent to 4.4% per annum. In comparison, during the same period of time, Virginia faculty salaries increased by over 18%, a rise equivalent to a 3% annual salary increase. However, it is worth noting that the Commonwealth has made efforts to make up the loss of faculty competitiveness in the last two biennia. The state has provided an average annual 4% salary increase for faculty in the last four years. It is expected that the additional 10% salary increase will help reduce the salary gap between nursing faculty and nurses in clinical settings.

Qualitative data gleaned from interviews with nurse education program directors/administrators at Virginia's public institutions indicate that the lower salaries earned by nursing faculty (in comparison to salaries in clinical settings) reduce the pool of available candidates for advertised faculty positions and directly impact an institution's ability to recruit and, sometimes, retain qualified faculty. The scarcity of qualified nursing faculty is viewed as a significant barrier in addressing the nursing shortage.

GLOSSARY OF TERMS

AACN	American Association of Colleges of Nursing
Accelerated Degree Program	The description of the program varies by institution; please refer to the institution's website.
ASN	Associate of Science in Nursing
BSN	Bachelor of Science in Nursing
DNP	Doctor of Nursing Practice
FTE	Full-time-equivalent
LPN	Licensed Practical Nursing
MSN	Master's of Science in Nursing
MBA	Master's of Business Administration
NP	Nurse Practitioner
PhD	Doctor of Philosophy
RN	Registered Nurse
Second-degree Program	Typically geared toward earning a bachelor's degree, a second degree program allows someone who has already earned a degree in another area to earn a degree in nursing (with RN license preparation) at an accelerated pace.

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Appendix A: List of Public Institutions with Nursing Programs

George Mason University
James Madison University
Norfolk State University
Old Dominion University
Radford University
University of Virginia
University of Virginia at Wise
Virginia Commonwealth University
Virginia Community College System
 Blue Ridge Community College
 Germanna Community College
 J. Sergeant Reynolds Community College
 John Tyler Community College
 Lancaster Community College
 Lord Fairfax Community College
 New River Community College
 Northern Virginia Community College
 Patrick Henry Community College
 Paul D. Camp Community College
 Piedmont Community College
 Rappahannock Community College
 Southside Virginia Community College
 Thomas Nelson Community College
 Tidewater Community College
 Virginia Appalachian TriCollege Nursing Program (Mountain Empire Community College, Virginia Highlands Community College, Southwest Virginia Community College)
 Virginia Western Community College
 Wytheville Community College
 Commonwealth Nursing Program (*online* collaborative program amongst John Tyler Community College, Blue Ridge Community College, Germanna Community College and Virginia Western Community College)
Virginia State University

Appendix B: Brief Institutional Profiles

<u>George Mason University</u>

Nursing Program

The mission of the College of Nursing and Health Science is to prepare professionals to provide leadership, care, and services related to health promotion, wellness, disease prevention, and quality of life through the promotion of physical, social, and environmental health practices. Graduates practice in a variety of roles in settings that are complex, multicultural, and constantly changing. To assist the college in realizing its mission, it employs 40 full-time faculty, half of which teach undergraduate courses and half graduate courses, as well as 20-30 adjunct faculty members who assist in teaching clinical classes (GMU, 2007).

Undergraduate Programs
- BSN Traditional Pathway
- BSN Accelerated Pathway for Second Degree Students
- BSN Accelerated Pathway for LPNs
- BSN Accelerated Pathway for RNs

Graduate Programs
- MSN Program
    - MSN Track # 1: Advanced Clinical Nursing Track
    - MSN Track # 2: Clinical Nurse Leader Track
    - MSN Track # 3: Joint MSN/MBA track
    - MSN Track # 4: Nursing Administration Track
    - MSN Track # 5: Nurse Educator Track
    - MSN Track # 6: Nurse Practitioner Track
- RN to MSN Pathway
- PhD in Nursing Program

Certificates
- Certificate in Forensic Nursing
- Certificate in Nursing Administration
- Certificate in Nursing Education

Nursing Program

The Department of Nursing is rooted in a strong liberal arts and science foundation that meets professional standards for nursing education and practice. The faculty seeks to prepare professional nurses who are capable of independent and collaborative problem-solving, decision-making, and the delivery and coordination of care to meet a wide range of client health care needs in a changing health care delivery system and a diverse society. The nursing program utilizes the expertise of 22 full-time and 5-10 adjunct faculty members to meet its goals (JMU, 2007).

Undergraduate Programs
- Traditional BSN
- RN to BSN Program

Graduate Programs
- MSN Program
  - MSN Track #1: Adult Nurse Practitioner
  - MSN Track #2: Gerontology Nurse Practitioner
  - MSN Track #3: Nurse Educator

Certificates
- Certificate in Nursing Administration (Post-Master's)
- Certificate in Nurse Practitioner (Post-Master's)

Nursing Program

For more than 50 years, the Department of Nursing at Norfolk State University (NSU) has been educating registered nurses. It strives to educate registered nurses who are committed to provide safe, excellent, and culturally competent nursing care. NSU's Department of Nursing embraces core values of competence, compassion, accountability, integrity, excellence, and teamwork. Two doctorally prepared and 10 master's prepared full-time faculty members, as well as adjuncts, make up the staff at NSU that carries out its mission (NSU, 2007).

Associate Degree Programs
- Associate of Science Degree in Nursing

Undergraduate Programs
- LPN to BSN Program
- RN to BSN Program
- Second Degree to RN Program

Nursing Program

The School of Nursing at Old Dominion University (ODU) aspires to be recognized as a leader in innovative nursing education by promoting excellence in academic performance and clinical practice. The program enhances the quality of diverse nursing opportunities; advances partnerships with community and health care organizations; fosters a community of researchers, scholars and leaders; and provides an academic environment conducive to learning and productivity. To that end, 23 full-time and 39 adjunct faculty members work towards achieving the goals set for by the School of Nursing (ODU, 2007).

Undergraduate Programs
- BSN Program
- RN to BSN Program

Graduate Programs
- MSN Program
- MSN Track #1: Family Nurse Practitioner
- MSN Track #2: Women's Health Nurse Practitioner
- MSN Track #3: Nurse Midwifery
- MSN Track #4: Nurse Anesthesia
- MSN Track #5: Nurse Educator
- MSN Track #6: Nurse Leader

Nursing Program

    The mission of the Radford University School of Nursing is to educate professional nurses to meet the changing health care needs of the region, state, nation, and world. Educational experiences are designed to prepare students to provide culturally sensitive nursing care to clients′ diversity. The teaching and learning process involves a mutual partnership between students and faculty to develop a knowledge base in the liberal arts, sciences, and the discipline of nursing. This partnership exists to promote critical thinking, ethical decision making and lifelong learning. There are 23 full-time faculty who work to support RUs commitment to educating professional nurses. Full-time faculty are supplemented by additional adjunct faculty (Radford University, 2007).

Undergraduate Programs
- BSN Program
- RN to BSN Program

Graduate Programs
- MSN
- RN to BSN to MSN
  - MSN Track #1: Gerontology
  - MSN Track #2: Adult Clinical Nurse Specialists
  - MSN Track #3: Family Nurse Practitioner
  - MSN Track #4: Nurse Midwifery

Certificates
- Certificate in Gerontology (Post-Baccalaureate)
- Certificate in Gerontology (Post-Master's)
- Certificate in Family Nurse Practitioner (Post-Master's)

University of Virginia

Nursing Program

The University of Virginia's School of Nursing is committed to educating future leaders, extending the boundaries of nursing and health care knowledge through research, and providing high-quality and compassionate health care in service to the citizens of the Commonwealth of Virginia, the nation, and the world. The school employs 52 full-time faculty and 42 adjunct faculty members to assist in accomplishing its mission (UVA, 2007).

Undergraduate Programs
- BSN Program
- RN to BSN Program
- Third Year Transfer to BSN

Graduate Programs
- MSN
- Clinical Nurse Leader MSN
- Joint MSN/MBA Program
- PhD in Nursing Program
- DNP

Certificates (Post-Master's)
- Certificate in Acute and Specialty Care CNS
- Certificate in Community and Public Health Leadership
- Certificate in Family Nurse Practitioner
- Certificate in Geriatric Nurse Practitioner
- Certificate in Health Systems Management
- Certificate in Pediatric Nurse
- Certificate in Psychiatric Nurse
- Certificate in Psychiatric Mental Health
- Certificate in Wound, Ostomy, Continence Nursing

Nursing Program

    The mission of the nursing major at the University of Virginia at Wise is to prepare graduates with a liberal education, expanded knowledge about nursing and health care, enhanced competence in nursing practice, preparation for graduate study, and tools for lifelong learning. UVA at Wise has two doctorally and nine master's prepared faculty, including both full-time and adjuncts (UVA at Wise, 2007).

Undergraduate Programs
- BSN Program
- RN to BSN Program

Nursing Program

The School of Nursing is part of the Virginia Commonwealth University Medical Center. Founded in 1893, the school's mission areas include research, teaching and service, integrating knowledge development, knowledge transmission, and knowledge application to advance nursing and general public health. The School of Nursing has more than 30 full-time and adjunct faculty members who actively work to fulfill its mission (VCU, 2007).

Undergraduate Programs
- BSN Traditional Pathway
- RN to BSN Weekend Program
- Accelerated BSN Program

Graduate Programs
- MSN Program
- Accelerated MSN Program
- RN to MSN Program
- Master's Program for Non-BSN RNs
- PhD in Nursing Program

Certificates
- Certificate in Adult Health Acute Care Nurse Practitioner
- Certificate in Adult Health Primary Care Nurse Practitioner
- Certificate in Child Health Nurse Practitioner
- Certificate in Family Nurse Practitioner
- Certificate in Integrative Psychiatric Mental Health for ANCC Certified PMH CNS
- Certificate in Integrative Psychiatric Mental Health for Non-PMH MS Applicant
- Certificate in Nursing Administration and Leadership
- Certificate in Faith Communities
- Certificate in Women's Health Nurse Practitioner

Nursing Program

There are over 40 nursing programs offered within the Virginia Community College System (VCCS) ranging from certificates to associates degrees. There are seventeen community colleges in Virginia which have individual nursing programs. In addition, three institutions compose a collaborative program called the Virginia Appalachian TriCollege Nursing Program.

In distance education, the VCCS Commonwealth Nursing Program (VCCS CNP) is an online nursing program offered in partnership with four VCCS institutions: JTCC, BRCC, GCC, and VWCC. While VCCS CNP students complete most of their courses online, each is assigned to one of the four partnering institutions for their clinical work and lab rotations. (For a complete list of the VCCS nursing program, please see Appendix A).

The VCCS employs more than 40 full-time faculty members who teach in all areas of nursing education and 20-30 adjuncts who assist in teaching clinical classes (VCCS, 2007).

Associate Degree Programs
- Associate of Applied Science in Nursing
- Associate of Science in Nursing
- LPN to RN
- RN
- Paramedic to RN

Certificates
- LPN
- Health Sciences Nursing

Nursing Program

The Department of Nursing at Virginia Sate University (VSU) is dedicated to the promotion of knowledgeable, perceptive, and humane citizens secure in their self-awareness, equipped for personal fulfillment, sensitive to the needs and aspirations of others, and committed to assuming productive roles in a challenging and ever-changing global society. The VSU nursing program provides a body of knowledge derived from liberal arts, biological, humanities, behavioral science and the nursing sequence. To serve its mission, the Department of Nursing at VSU has four full-time and two adjunct faculty members, of which one is doctorally prepared and three are master's prepared (VSU, 2007).

Associate Degree Programs
- Associate of Science in Nursing Program

Undergraduate Programs
- None

Appendix C: Salary Survey Form

+Rank: Lecturer, Instructor, Assistant Professor, Associate Professor, Professor

					Contact Person:				Date:			
#	Rank+	Terminal degree	Years at institution	Years in teaching	Teaching load/hours	Level of teaching ^	Contract length*	Tenure Status	Position category~	Salary	Has nurse practitioner license?	Do research/ clinic practice?
1												
2												
3												
4												
5												
6												
7												
8												
9												
10												
11												
12												

* Nine, ten, eleven or twelve month

~ Professional faculty; administrative faculty; Teaching & Research

^ Level of teaching: graduate, undergraduate

Appendix D: Interview Questions

1. Does your institution have a waiting list of qualified students? At the graduate? Undergraduate?

2. If yes, what is the main barriers preventing your institution from admitting these students? Space? Faculty? Clinical sites?

3. If you had enough money to hire enough faculty to meet your student demand, how many more students could you admit?

4. What are your greatest challenges in recruiting faculty?

5. What are the main causes for your faculty turnover?

6. When your faculty leaves, where do they go?

7. Where does your faculty come from—where have they been before they came to you?

8. How do you pay your adjunct or part-time faculty: by hours or course? Do you pay for prep time?

9. What is your major problem in faculty recruitment after the 10% salary increase?

Appendix E: List of Interviewees

Dr. Christena Langley
Associate Profession/Associate Dean,
Director
School of Nursing
George Mason University

Dr. Merle Mast
Professor and Department Head
Department of Nursing
James Madison University

Dr. Bennie L. Marshall
Professor and Department Head
Department of Nursing
Norfolk State University

Dr. Richardean Benjamin
Associate Professor and Chair
School of Nursing
Old Dominion University

Dr. Marcella Griggs (retired)
Professor and Director
School of Nursing
Radford University

Dr. Jeanette Lancaster
Professor and Dean
School of Nursing
University of Virginia

Marquita L. Doherty
Associate Dean for Administration
School of Nursing
University of Virginia

Dr. Debra L. Carter
Assistant Professor and Department
Chair
Department of Nursing
University of Virginia at Wise

Dr. Nancy Langston
Dean
School of Nursing
Virginia Commonwealth University

Mr. Allan Johns
Assistant Vice President for Health
Sciences
Virginia Commonwealth University

Dr. Monty Sullivan
Vice Chancellor for Academic Services
and Research
Virginia Community College System

Dr. Karen Faison
Associate Professor and Director
Department of Nursing
Virginia State University