

AN OVERVIEW OF NURSING COMPENSATION IN HOSPITAL AND EDUCATIONAL SETTINGS

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The United States is experiencing an ongoing shortage of registered nurses (RN). The current undersupply began in 1998, climbed to 126,000 unfilled hospital positions in 2001, and entered its ninth year of shortages in 2006 (*Auerbach, Buerhaus, and Staiger, 2007*). The present RN undersupply is the longest in 50 years and is well documented in reports from across the nation; an estimated one in ten jobs is currently unfilled and a shortfall of 340,000 RNs is projected in 2020. The current projection of undersupply, however, is substantially less than earlier estimates that placed the 2020 undersupply in the range of 800,000 to one million registered nurses (*Auerbach et al., 2007; Larson, 2006*).

Driving the shortage of nurses in hospitals and other healthcare settings is the insufficient number of graduates to meet the increased demand coupled with high attrition due to retirements and resignations. Nursing programs are at capacity and the number of qualified applicants far exceeds available slots for enrollment. Yet educational programs cannot expand to meet student and workforce demands due in part to an ongoing shortage of nurse educators and the associated limits placed on program size by accreditation and licensure standards, which set required faculty-to-student ratios. In a recent study of programs, 76% of the schools

stated that the shortage of faculty was the main factor limiting enrollments (Yordy, 2006). Georgia, like other states, cannot increase the supply of nurses by increasing enrollment levels in the public system's associate and baccalaureate degree nursing programs without first filling budgeted, vacant positions. Consequently, nursing education programs, within and across states, compete with each other and with other healthcare and educational settings to attract and retain nursing faculty. This competition drives up costs and creates turnover that is counterproductive to the establishment of quality programs. To better understand the issue of employment and retention of nurse educators in Georgia, this paper examines the compensation of nursing faculty in the University System of Georgia as compared to similar employment in the hospital sector.

NURSING FACULTY SHORTAGE

The National League of Nursing estimated that 1,390 full-time nursing faculty positions were vacant in 2006, and approximately 147,000 qualified applicants to nursing programs in the United States were rejected in 2005 due to the shortage of faculty. Other studies variously report qualified applicants who were rejected as ranging from 16,000 to 33,000; the difference in numbers is likely accounted for by the population of programs surveyed and what is considered a "qualified" applicant (Beres, 2006; Yordy, 2006). Nevertheless, nursing deans and directors agree that large numbers of applicants who would be accepted to their programs are being turned away, and the nursing faculty shortage is at the core of the inability to expand. Disturbingly, the unfilled faculty positions have the potential to increase drastically as the aging professoriate opts to retire or seek part-time appointments. To address the undersupply of associate degree and baccalaureate educated nurses, the healthcare sector must address the faculty shortage and the underlying causes for vacant faculty positions (Larson, 2006).

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Recurring explanations for the nursing faculty shortage include: an increase in faculty who choose part-time teaching, a limited supply of graduates from doctoral programs preparing nurse educators, the aging of the faculty and current and pending retirements, increased opportunities for doctoral-prepared nurses outside of academia, lack of departmental support systems to attract and retain faculty (e.g., time for research), and inability to compete with the lucrative packages offered in other sectors (Brendtro and Hegge, 2000; Larson, 2006; Yordy, 2006; Berlin and Sechrist, 2002; Beres, 2006).

In 2004, only 412 students graduated from doctoral programs of nursing (Yordy, 2006), and the mean age of doctoral degree recipients was reported in 2000 as approximately 46 (Berlin and Sechrist,

2002). The low productivity of doctoral programs combined with the late entry into the nursing educator role does little to expand the overall pool of qualified faculty. Doctoral education in nursing is further limited by the composition of current nursing faculties. Nationwide only one-half of faculty teaching in baccalaureate programs and above hold doctoral degrees; consequently, programs cannot expand into master's level and doctoral education due to limitations on the qualifications of faculty (Berlin and Sechrist, 2006). Yordy (2006) also reported some lack of interest in faculty careers due to the extended investment of time in graduate study, the associated high educational costs for continued graduate study, and salary differentials between clinical practicing nurses and nursing faculty.

A constant theme in studies of the nursing faculty shortage is the effect of compensation on the desirability of a faculty career. The large gap between the salaries in higher education and those offered by hospitals and other healthcare providers is considered a primary factor in unfilled faculty positions and the ability of programs to expand. Nursing researchers suggest that higher education institutions frequently are unable to compete with the salaries offered by nonacademic employers, and this situation may be exacerbated by fixed budgetary guidelines imposed in higher education settings (Yordy, 2006; Larson, 2006). While the wage disparity may have many explanations, what is less debatable is the effect of lower salaries in educational settings. As nurses' salaries in noneducational settings continue to rise, faculty positions become less appealing. Nurses with advanced training can earn salaries of \$100,000 in the clinical sector, compared to faculty positions that average around \$60,000 (Larson, 2006). Therefore, it is understandable that, in the competition to hire nurses with advanced degrees, higher education (with its salary constraints) consistently fails to attract graduates who can earn much higher salaries in the nonacademic sector. When lower academic salaries are coupled with other tasks and concerns in the academic setting (e.g., instructional responsibilities, promotion and tenure), the "proper fix" to alleviate the nursing faculty shortage becomes increasingly complex. Consequently, faculty recruitment and retention are persistent problems affecting educational capacity, productivity, and the quality of academic programs.

NURSING EMPLOYMENT AND SALARIES ACROSS THE UNITED STATES

The faculty shortage in nursing is well documented in a 2003 white paper titled "Faculty Shortages in Baccalaureate and Graduate Nursing Programs: Scope of the Problem and Strategies for Expanding the Supply" by the American Academy of Colleges of Nursing. This study compares the 2002-2003 salaries of nursing faculty with selected nonacademic base salaries across the United States. An assistant professor teaching at the master's level is reported to have a median salary of \$55,262, while a hospital nurse manager earns a median salary of \$69,416. The difference between these two salaries, \$14,154 or 20%, illustrates a challenge for higher education institutions attempting to lure nurses into faculty positions (Dracup et al., 2003). The same study shows median faculty salaries to range from

\$55,262 to \$74,556 with deans and/or department chairs ranging from \$63,528 (master’s programs) to \$90,000 (doctoral programs). The largest number of programs in the U.S. is at the associate degree or baccalaureate level, and thus the open positions would be more heavily weighted to the lower end of the salary scale. By comparison, the median for the lowest paying position in the clinical sector (i.e., clinical nurse specialist) was at \$61,351 and the upper-level administrative positions all were over \$100,000 (median) with a VP for Nursing at \$113,100.

A 2006 national survey of nursing salaries in healthcare settings conducted by *Nursing2006* reported that the average salary was \$62,800 for nurse managers and \$69,600 for advanced practice nurses. The analyses were based on the results of a convenience nonprobability sample located in the journal, and the self-reported salaries were down by \$4,000 to \$5,000 over the previous year. Even

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with these concerns, in the South Atlantic region—which includes Virginia, West Virginia, North Carolina, South Carolina, Georgia, and Florida—average salary was \$53,000 for registered nurses (includes associate degrees) (*Mee, 2006*). The *Nursing2006* study also noted the use of differentials in hospitals, rehabilitation facilities, and long-term care. Differentials

were also reported for being certified, for working in a charge nurse role, for working “off shifts,” and for working in a specialty area. Thus, nurses in clinical settings could increase their salaries above their standard pay through a variety of mechanisms.

Across the 16 states comprising the Southern Regional Education Board, nursing faculty averaged \$54,546 in 2003-04 (excluding 2-year institutions) with a range of \$46,638 in smaller institutions to \$64,714 in larger 4-year colleges and universities (*SREB, 2005*). Yordy (*2006*) confirmed that most nursing faculty could earn “substantially” higher pay in clinical practice or hospital administration. For example, in the 2004-2005 academic year an assistant nursing professor with a doctorate earned a median salary of \$56,291, approximately \$6,500 less than a nurse manager. Yordy also notes that the gap between academic and clinical salaries is likely to grow as hospitals respond to the nursing shortage by offering even higher pay. Without an increase in the number of nursing faculty, programs cannot expand and the demand for additional registered nurses cannot be met.

In the Las Vegas, Nevada area, the nursing faculty problem lead college administrators to seek a new compensation schedule that addressed the job market for nurse educators and moderated the competition for instructors by area institutions. The University of Nevada at Las Vegas (UNLV), Nevada State College (NSC) and the Community College of Southern Nevada (CCSN) administrators agreed that the limited salary flexibility in filling nursing positions contributed to severe shortage in the

schools. Only UNLV was able to fill all instructor positions for the first time in 10 years, after gaining regent approval to offer \$100,000+ salaries. Yet, these high salaries are not an option for the smaller NSC and CCSN institutions. In the Las Vegas area, hospitals offered \$60,000 to \$100,000 salaries for nurses with at least a bachelor's degree (*Littlefield, 2006*).

Further complicating the employment challenge for higher education are the strategies hospitals often use to recruit and retain staff, including incentives such as tuition reimbursement, signing bonuses, flexible work schedules, compensation for overtime, shift differentials, and bonuses tied to productivity. According to surveys of registered nurses, the aforementioned recruitment efforts are very effective employment (*Buerhaus, Ulrich, Norman & Ditus, 2005*). In comparison, nursing programs often have far less flexibility in the recruitment, employment, and retention of faculty. Nursing programs are generally bound by employment procedures and processes that apply to colleges and universities as a whole, across very diverse programs and faculties ranging from the humanities to professional schools and graduate programs.

FACULTY SALARIES IN GEORGIA INSTITUTIONS OF HIGHER EDUCATION

Given national trends and conditions, the University System of Georgia (USG) Board of Regents is concerned about the statewide undersupply of registered nurses, the shortage of nursing faculty, and the need to increase program capacity to increase the number of graduates who are eligible for licensure as a “registered nurse” (*Hepburn, Morris, and Toma, 2006*). In 2006, 33 nursing programs were offered by Georgia's public institutions of higher education: 15 of nursing—20 offer associate degrees and 13 baccalaureate (BSN) degrees in USG institutions and 5 associate degrees in the technical college sector (Department of Technical and Adult Education). An April 2006 survey of Georgia's associate degree and baccalaureate programs conducted for the USG Task Force on Health Professions found a faculty vacancy rate of approximately 10% (55 vacancies), an additional 19 faculty members who planned to retire in the upcoming academic year, and more than 60 retirements expected over the next five years (*Darden, 2006*). The combined effect of faculty vacancies and projected retirements has the potential to reduce the current capacity of 10,260 students to just over 7,500 students (1:20 faculty to students by accreditation standards), a reduction of over 2,700 students or 26 percent.

As noted earlier, affecting the ability to recruit and retain faculty is the nationwide shortage of nurses with graduate degrees and the competition from higher salaries paid in hospitals and other healthcare settings. The survey also asked the deans and department chairs of nursing to report the average starting salary for a nursing faculty member. Darden's research (see Table 1) shows a range of \$38,000 to \$52,000 for an academic year appointment of a master's prepared nurse (excluding the Medical College of Georgia [MCG], a research university). Most of the institutions reported the mid \$40s for this category of hire. Starting salaries for nursing faculty with doctoral degrees was shown as

ranging from \$40,000 to \$60,000 (academic year, excluding MCG). It should be noted that the large majority of nursing faculty in the University System are on 9/10 month contracts. Supplements may be earned for teaching in the summer.

Tables 2-8, generated from Table 1 in the Darden report, show the salary differences by sector (public and private institutions) and by level (2-year, 4-year and research university). The tables show that the entry-level salary of master's prepared nurses declines when moving from the research university sector (\$54,000 average) to the 2-year sector (\$42,900). At every level, however, doctoral-prepared nursing faculty earned higher salaries than master's prepared nurses. It should be noted that these data do not account for differences in salary based on years of previous experience, rural-urban locations, size of programs, and so on. Additionally, two colleges of nursing located in private institutions (Emory University and Mercer University) did not respond to the survey. These programs would be in competition for master's and doctorally prepared nurses with other educational institutions who prepare nurses at the baccalaureate level and higher and with urban hospitals who staff at the higher levels of nursing administration and in advanced clinical areas.

The Darden report also noted that master's students were opting for advanced practice roles rather than nurse educator roles, since these AP positions often paid \$10,000 to \$30,000 more than education positions (*Darden, 2006*).

UNIVERSITY SYSTEM OF GEORGIA FACULTY SALARY DATA

The University System of Georgia annually collects a wide range of data from individual institutions concerning students, faculty, and programs. A preliminary draft of 2005 nursing faculty data (see Table 9) indicates that instructional salaries ranged from an average of \$42,794 to \$60,167 across 25 reporting system institutions (excluding the Medical College of Georgia and Georgia State University, both research universities). These data do not account for differences in the educational level of the faculty, professorial rank, job assignment, years in rank, or other experience and credentials. Consequently, these preliminary numbers should be viewed with caution. The aggregated data do, however, roughly parallel the Darden data, as reported above and shown in Tables 1-8. The data are also comparable to the Southern Regional Education Board's reported average salary of \$54,546 for full-time faculty at public four-year institutions in 2005 (*SREB, 2005*).

GEORGIA HOSPITAL ASSOCIATION NURSING SALARY SURVEY

As in other occupations and professions, nursing salaries for virtually "identical positions" vary by region, urban and rural locations, and sector. For example, the *Nursing2006* study found that on average urban hospitals paid RNs \$7,000 more than rural hospitals, and the South Central trailed

several regions in compensation to RNs (specifically New England, Mid-Atlantic, Mountain, and Pacific). Consequently, it is important to understand the salary scale of Georgia's largest employer of registered nurses and a major competitor for nurses with graduate degrees.

Annually, the Georgia Hospital Association (GHA) conducts a survey of its members to obtain current salary information. The 2006 GHA Salary Survey collected data on several registered nursing positions in 64 hospitals located within 6 regions of the state (see Table 10). As expected, the salaries for various positions varied considerably across the surveyed hospitals and regions. For example, in the category of nurse manager the statewide median salary was reported as \$65,750. The maximum median salary was reported as \$75,296 in the north central region (which includes Atlanta) and the lowest median salary was \$53,830 in the east central region. The difference in compensation for nurse managers between the highest and lowest salary medians by region was more than \$21,000. Survey results also noted that if nurse managers are working within the ER and OR, they can earn \$10,000-\$20,000 more per year.

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According to the GHA survey results, the median statewide salary for nurse practitioners was \$73,840, close to the mean salary statewide of 73,300. The north central region reported the highest overall salary at \$87,589 and the north region reported the lowest NP salary at \$52,270. Hospitals surveyed in the east central region did not report salaries for this position. The remaining four regions reported very similar median salaries of \$71,968 for the southwest, \$70,761 for the central region, \$70,346 for the north, and \$70,304 for the southeast. The statewide range of median salaries for this position is \$70,304 to \$73,840, a difference of \$3,536.

Clinical supervisors statewide posted a median salary of \$64,001. Again, the north central region reported the highest maximum salary across regions at \$87,414, and the north region posted the lowest salary overall at \$42,520. Two regions, east central and the southeast, did not report salaries for this position. The range of median salaries for clinical supervisors varied by \$11,107 statewide.

Salary data in the broad category of registered nurse showed that these nurses earn an average statewide of almost \$50,000. The north central region reported the highest median salary of \$53,622. The east central, north, central, and southwest regions reported median salaries of \$51,480, \$48,173, \$48,027 and \$44,429, respectively. It should be noted that these salaries do not include shift differentials of around \$3/hour or charge pay of around \$1.50/hour.

Though not included in Table 10, the survey reported that the statewide median salary for director of nursing positions was \$83,480. The highest regional median salary for this position was

\$105,248 for responding hospitals in the north region. The southwest region reported the lowest median regional salary of \$64,480 for director of nursing positions. The survey did not report salary information for this position in the central region of the state (*Georgia Hospitals Association, 2006*).

HRADVANTAGE GEORGIA HOSPITAL ASSOCIATION SURVEYS

MCG Health Inc. shared salary data compiled from Hradvantage Georgia Hospital Surveys, which summarized median salaries for Georgia nurses in specific positions (see Table 11). Each of these positions requires at least a master’s degree, making these employees desirable not only for clinical but also for academic positions. The first position, clinical research nurse, is found at 10 of the responding hospitals in Georgia. Of these hospitals, 59 employees have this title and the median salary is \$58,188. The next position is nursing in-service education instructor, which covers a total of 178 employees working in 36 organizations. The median salary for this position is \$57,823. At those hospitals with more than 2000 fte, the median salary for this position increased to over \$61,000. Eighteen nursing in-service education directors were reported at 19 organizations, and they earned a median salary of \$64,679. A total of 364 clinical nurse specialists were found in 17 hospitals, earning median salaries of \$67,558.

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Twenty organizations reported employing 147 nursing managers of multiple units with median salaries of \$78,647. It should be noted that these salary figures are base rates and do not include shift differentials, credential, or any other specialty pay; consequently, salaries may be considerably higher in certain settings and for specific individuals and activities. Also, it should be noted that the median is the midpoint in which half of the salaries fall below and half are above the reported salary.

OTHER HEALTH PROFESSIONS SALARY DATA SOURCES

The Georgia Department of Labor reported a statewide median salary of \$67,371 in 2005 for the position of medical and health services manager; this median is closely aligned with the median reported above for a clinical nurse specialist, nurse manager, and clinical supervisor. The entry-level salary for this position is \$49,566 and the average is \$74,589. The mid-range for the position is \$54,766 to \$85,072. The Georgia Department of Labor defines the position’s duties as “to plan, direct, or coordinate medicine and health services in hospitals, clinics, managed care organizations, public health agencies, or similar organizations.” Examples of job titles for this position include director of occupational therapy, medical records administrator, and public health administrator (*Georgia Department of Labor, 2005*).

Mercer Human Resource Consulting offers national salary data for clinical positions. Due to the limitations of the data, such as confidentiality issues and scope, the survey results were not available for use in compiling data for this paper.

COMPARISONS OF GRADUATE NURSING EMPLOYMENT IN GEORGIA

Preliminary analyses show that, on average, nurse educators in Georgia enter employment in educational settings at a lower rate of compensation than their peers who enter clinical settings in positions that require the same level of education (i.e. master's degree or higher). For example, 2005 USG data shows the average instructor salary as ranging from \$42,794 to \$60,167 across the 24 institutions with the average being \$51,811. Most noteworthy, none of the hospitals posted a minimum salary for advanced practice or supervisory positions that was as low as the low end of the average in the University System. By position, the differences are striking. For example, the GHA data shows a minimum average for clinical nurse supervisors (CNS) of \$49,230 (about \$6,500 higher than the minimum average USG for educators). The average for clinical nurse supervisors across the state was \$65,500, about \$6,000 higher than the maximum average (excluding the Medical College of Georgia and Georgia State University), and \$13,000 higher than the average salary for nurse educators in the USG System.

The difference between compensation for nurse practitioners and USG faculty is even higher. The minimum average for NPs across the state was \$55,453 and overall compensation averaged over \$73,000. Only the Medical College of Georgia and Georgia State University approached these levels in average salary for instructional faculty. For all positions, large-scale employers pay on average \$4,000 to \$9,000 higher than academia.

SUMMARY AND CONCLUSIONS

The undersupply of nurses overall and nursing faculty in particular is a serious problem for healthcare in the United States. Collectively, hospitals and institutions of higher education have a vested interest in solving the problem of recruiting and retaining appropriately qualified nurses. Higher education institutions, however, seem to be at a disadvantage in the competition for the most highly qualified and educated nurses for several reasons, but the most obvious factor is the disparity between faculty and hospital salaries. As shown above, in the majority of cases, nurses have the opportunity on average to earn higher salaries in clinical positions than they do in faculty positions in higher education. Extra benefits, such as shift differentials and credential pay, also make clinical settings more attractive than faculty positions to well-educated nurses.

The nationwide nursing shortage creates challenges and opportunities for the University System of Georgia. Given the well-documented inequity between hospital and faculty compensation structures,

the University of Georgia System should investigate the creation of a new compensation system to improve the recruitment and retention of nursing faculty. Theoretically, a more competitive compensation structure would enable institutions to fill faculty vacancies and retain current faculty. Additionally, the expansion of the ranks of nursing faculty would enable Georgia's nursing programs to accept more students and thus graduate more nurses. Yet, to fill faculty vacancies, the state may need not only to make salaries more competitive, but also to increase the supply by graduating more students from its masters and doctoral programs of nursing.

The creation of a more competitive salary structure in the educational setting is partially hampered by the lack of detailed data describing the current nursing education workforce in the public institutions. The data used in this report are largely aggregated, and more detailed data is needed for more exact comparisons and recommendations. In order to create a more competitive compensation structure, more needs to be understood about the range of faculty salaries in the system, and those salaries need to be tracked and aligned with other sectors to facilitate more informed analyses. A first step toward better tracking and managing of faculty pay is a standardization of positions and data across institutions, which will enable quicker comparisons throughout the university system. Standardization of data across the system must include factors such as total years of experience, years in current position, credentials/education/certification, institutional level, region, type of appointment (e.g., instructional, research, combinations) and whether the position is full or part time. A database providing standardized data on faculty and clinical positions is the first step toward creating an equitable and competitive salary structure that would encourage nursing faculty recruitment and retention within the University of Georgia System.

It is important to remember, however, that while salaries are important, it is not the only factor associated with faculty satisfaction, recruitment, and retention. Studies of faculty life show the importance of faculty culture, campus climate, departmental norms and activities, workload, reward systems, and benefits (e.g., travel support for meetings, research time) in understanding satisfaction. In any study of recruitment and retention, it is therefore important to look beyond salaries to understand the entire picture of faculty employment.

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APPENDICES

Tables 1 – 11

Table 1: Average starting salary or starting salary range

Institution	Masters	Doctorate
Abraham Baldwin Agricultural College	38,000 – 40,000	43,000 – 45,000
Albany State University	52,000	55,000
Armstrong Atlantic State University	45,000	50,000
Athens Technical College	0	0
Augusta State University	45,000	55,000
Brenau University	40,000	48,000
Clayton State University	49,000	59,000
Coastal Georgia Community College	44,000	0
Columbus State University	45,000	46,000
Columbus Technical College ⁽¹⁾	55,000	0
Dalton State College	39,000 – 40,000	0
Darton College	40,000 – 43,000	40,000 – 55,000
Emory University	No reply	No reply
Floyd College (Highlands)	40,000	42,000
Georgia Baptist College of Nursing of Mercer University	No reply	No reply
Georgia College & State University	46,500	52,000
Georgia Perimeter College	45,000	50,000
Georgia Southern University	45,000	57,000
Georgia Southwestern State University	46,000	54,000
Georgia State University	48,000	55,000
Gordon College	48,000	0
Kennesaw State University	48,000	58,000
LaGrange College	0	0
Macon State College	48,000	58,000
Medical College of Georgia	60,000	72,000
Middle Georgia College	40,000	45,000
North Georgia College & State University	45,000	48,000
Northwestern Technical College ⁽¹⁾	50,000	0
Piedmont College	47,000	0
South Georgia College	44,000	0
Southwest Georgia Technical College ⁽¹⁾	57,000	62,000
Thomas University	50,000	60,000
University of West Georgia ⁽²⁾	45,000	55,000
Valdosta State University	48,000	58,000
West Central Technical College ⁽¹⁾	53,000	0

Source: Darden Report⁽¹⁾Twelve-month salary⁽²⁾These figures represent entry level salaries for 9-month appointments; masters level faculty are hired only as lecturers or temporary instructors; the figure for the doctoral level faculty represents the starting salary for an assistant professor with no teaching experience; a terminal degree is required for appointment to a tenure track position.

Table 2: Average starting salary or starting salary range for research universities

Research Universities	Masters	Doctorate
Georgia State University	48,000	55,000
Medical College of Georgia	60,000	72,000

Source: Extracted from Darden Report

Mean	54,000	63,500
Median	54,000	63,500
Minimum	48,000	55,000
Maximum	60,000	72,000
Difference (Max-Min)	12,000	17,000

Table 3: Average starting salary or starting salary range for universities

Universities	Masters	Doctorate
Georgia Southern University	45,000	57,000
Valdosta State University	48,000	58,000

Source: Extracted from Darden Report

Mean	46,500	57,500
Median	46,500	57,500
Minimum	45,000	57,000
Maximum	48,000	58,000
Difference	3,000	1,000

Table 4a: Average starting salary or starting salary range for state universities

State Universities	Masters	Doctorate
Albany State University	52,000	55,000
Armstrong Atlantic State University	45,000	50,000
Augusta State University	45,000	55,000
Clayton State University	49,000	59,000
Columbus State University	45,000	46,000
Georgia College & State University	46,500	52,000
Georgia Southwestern State University	46,000	54,000
Kennesaw State University	48,000	58,000
North Georgia College & State University	45,000	48,000
University of West Georgia ⁽¹⁾	45,000	55,000

Source: Extracted from Darden Report

1) These figures represent entry level salaries for 9-month appointments; masters level faculty are hired only as lecturers or temporary instructors; the figure for the doctoral level faculty represents the starting salary for an assistant professor with no teaching experience; a terminal degree is required for appointment to a tenure track position.

Mean	46,650	53,200
Median	45,500	55,000
Minimum	45,000	46,000
Maximum	52,000	59,000
Difference	7,000	13,000

Table 4b: Average starting salary or starting salary range for two-year colleges

Two-Year Colleges	Masters	Doctorate
Coastal Georgia Community College	44,000	0
Darton College	41,500	47,500
Floyd College (Highlands)	40,000	42,000
Georgia Perimeter College	45,000	50,000
South Georgia College	44,000	0

Source: Extracted from Darden Report

Mean	42,900	46,500
Median	44,000	47,500
Minimum	40,000	42,000
Maximum	45,000	50,000
Difference	5,000	8,000

Note: In order to compute statistics, Darton College's salary range was converted into an average salary.

Table 5: Average starting salary or starting salary range for state colleges

State Colleges	Masters	Doctorate
Abraham Baldwin Agricultural College	39,000	44,000
Dalton State College	39,500	0
Gordon College	48,000	0
Macon State College	48,000	58,000
Middle Georgia College	40,000	45,000

Source: Extracted from Darden Report

Mean	42,900	49,000
Median	40,000	45,000
Minimum	39,000	44,000
Maximum	48,000	58,000
Difference	9,000	14,000

Note: In order to compute statistics, Abraham Baldwin Agricultural College and Dalton State College's salary ranges were converted into average salaries.

Table 6: Average starting salary or starting salary range for private colleges and universities

Private Colleges and Universities	Masters	Doctorate
Brenau University	40,000	48,000
Emory University	No reply	No reply
Georgia Baptist College of Nursing of Mercer University	No reply	No reply
Piedmont College	47,000	0
Thomas University	50,000	60,000

Source: Extracted from Darden Report

Mean	45,670	54,000
Median	47,000	54,000
Minimum	40,000	48,000
Maximum	50,000	60,000
Difference	10,000	12,000

Table 7: Average starting salary or starting salary range for technical colleges

Technical Colleges	Masters	Doctorate
Athens Technical College	0	0
Columbus Technical College ⁽¹⁾	55,000	0
Northwestern Technical College ⁽¹⁾	50,000	0
Southwest Georgia Technical College ⁽¹⁾	57,000	62,000
West Central Technical College ⁽¹⁾	53,000	0

Source: Extracted from Darden Report

Mean	53,750	62,000
Median	54,000	62,000
Minimum	50,000	62,000
Maximum	57,000	62,000
Difference	7,000	0

⁽¹⁾Twelve-month salary

Table 8: Average starting salary or starting salary range for community colleges

Community Colleges	Masters	Doctorate
Coastal Georgia Community College	44,000	0

Source: Extracted from Darden Report

Table 9: University System of Georgia average salaries for instructional faculty (2005)

Institution	Average Salary Instructional Faculty
Georgia State University	67,540
Medical College of Georgia (MCG) – Adult Nursing	61,767
MCG – Community Health Nursing	47,792
MCG – Maternal – Child Nursing	50,856
MCG – Mental Health – Psychiatric Nursing	52,887
Georgia Southern University	53,887
Albany State University	56,942
Armstrong Atlantic State University	54,284
Augusta State University	44,261
Clayton State University	57,891
Georgia College & State University	59,801
Georgia Southwestern State University	48,037
Kennesaw State University	59,036
North Georgia College & State University	60,167
University of West Georgia	52,470
Dalton State College	46,338
Macon State College	50,941
Coastal Georgia Community College	49,208
Darton College	42,794
Georgia Highlands College	48,347
Georgia Perimeter College	44,717
Gordon College	44,594
Middle Georgia College	44,332
South Georgia College	43,806
Valdosta State University	52,576
MEAN	51,811

Source: University System of Georgia Department/Division Reports, FY 2005 Nursing

Range: 42,794 – 60,167 (excluding Medical College of Georgia and Georgia State University)

Table 10: Georgia Hospital Association (GHA) survey results: 2006 GHA salary survey information for selected RN positions

N = 97 Hospitals

Nurse Manager

Region	Minimum	Maximum	Median	Mean
North	44,631	69,727	56,576	57,931
North Central	57,220	89,388	75,296	73,953
East Central	44,664	67,717	53,830	59,894
Central	50,360	76,431	66,185	67,239
Southwest	49,471	78,690	60,000	62,304
Southeast	49,116	76,888	59,400	62,377
Composite	50,837	78,992	65,750	66,303

Note: ER and OR have increased salaries approximately \$10,000-20,000/yr. higher

Nurse Practitioner

Region	Minimum	Maximum	Median	Mean
North	52,270	79,373	70,346	73,300
North Central	56,368	87,589	73,840	75,816
East Central	N/A	N/A	N/A	N/A
Central	55,848	N/A	70,761	71,282
Southwest	56,659	86,174	71,968	71,427
Southeast	53,976	84,406	70,304	72,300
Composite	55,453	85,613	73,840	73,300

Clinical Supervisor

Region	Minimum	Maximum	Median	Mean
North	42,520	64,906	58,053	59,093
North Central	54,111	87,414	69,160	64,914
East Central	N/A	N/A	N/A	N/A
Central	49,832	72,824	64,009	65,057
Southwest	49,761	76,396	59,696	60,876
Southeast	N/A	N/A	N/A	N/A
Composite	49,230	76,365	64,001	65,520

RN

Region	Minimum	Maximum	Median	Mean
North	35,318	55,249	48,173	48,859
North Central	40,414	64,084	53,622	53,186
East Central	38,958	62,462	51,480	52,270
Central	37,772	63,190	48,027	49,254
Southwest	34,382	57,533	44,429	44,470
Southeast	N/A	N/A	N/A	N/A
Composite	37,440	60,237	49,483	49,442

Note: Does not include average shift differentials of \$3/hour or charge pay of \$1.50/hour

Table 11: Hradvantage Georgia Hospital Association surveys salary data for specific nursing positions

Job Title	Number of Organizations	Number of Incumbents	Scope	Median Salary
Clinical Research Nurse	7	55	2000+ FTEs	\$58,745
	10	59	Statewide	58,188
	Difference			557

Job Title	Number of Organizations	Number of Incumbents	Scope	Median Salary
Nursing In-Service/ Education Instructor	10	124	2000+ FTEs	\$61,208
	36	178	Statewide	57,823
	Difference			3,385

Job Title	Number of Organizations	Number of Incumbents	Scope	Median Salary
Nursing In-Service/ Education Director	2	2	2000+ FTEs	Data Not Available
	19	18	Statewide	\$64,679
	Difference			N/A

Job Title	Number of Organizations	Number of Incumbents	Scope	Median Salary
Clinical Nurse Specialist	8	300	2000+ FTEs	\$71,654
	17	364	Statewide	67,558
	Difference			4,096

Job Title	Number of Organizations	Number of Incumbents	Scope	Median Salary
Nursing Manager- Multiple Units	5	80	2000+ FTEs	\$82,283
	20	147	Statewide	78,647
	Difference			3,636

Note: Median salary data reflects base rates, does not include shift differential, credential pay or other specialty pay.