



2016 EDITION

Full Report

Salary and  
Compensation  
STUDY FOR NURSE LEADERS





**American Organization  
of Nurse Executives**

155 N Wacker Drive, Suite 400  
Chicago, IL 60606  
[www.aone.org](http://www.aone.org)

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# Introduction

The American Organization of Nurse Executives (AONE) is committed to the development of nurse leaders and has embarked on several initiatives to help its members and the nursing leadership community advance in their careers and achieve their desired level of job satisfaction. In 2013, AONE assessed the salary and compensation of nurse leaders and published the first edition of the *Salary and Compensation Study for Nurse Leaders* report. In 2016, AONE continued its initiative to provide robust and timely data surrounding the compensation of nurse leaders.

The information collected reveals certain trends related to salary and compensation, bonus arrangements and other benefits organizations may use to recruit and retain talented nurse leaders. Survey results reveal nursing leadership is a diverse profession with a variety of educational and demographic backgrounds, job titles, reporting structures, and salaries and compensation levels. At the same time, certain key themes emerge and illustrate commonality among nurse leaders and core trends for their compensation.

The survey results show that the typical responding nurse leader has six or more years of nursing leadership experience, works in an acute care facility and has a salary between \$90,000 and \$149,999 annually. This report describes these and other characteristics with the goal of shedding light on salary and compensation expectations for a variety of positions within the field. Additionally, this descriptive study is meant to provide information related to other components of a nursing leadership career, including employer benefits, job satisfaction and personal fulfillment.

We thank you for your support and trust you will find this information to be valuable to your work in nursing leadership.

Maureen Swick, RN, MSN, PhD, NEA-BC  
chief executive officer, AONE  
senior vice president and chief nursing officer, AHA

# Methodology

AONE engaged McKinley Advisors to conduct a salary and compensation survey for nurse leaders, which includes the below:

- + Base salary and bonus compensation information according to various demographic factors, including title, experience, education and gender
- + Common benefits offered at each position and salary grade
- + Job satisfaction

McKinley carried out an online survey and used the results to develop a descriptive study for AONE that portrays salary and compensation for the field of nursing leadership in the United States. Survey fielding occurred over a period of 22 days, between January 7 and January 28, 2016. The online survey was sent to 14,098 email addresses of both AONE members and nonmembers. In total, 2,541 respondents completed or partially completed the survey for a response rate of 17 percent. Respondents completed the survey in the winter of 2016, reporting data from calendar year 2015. As AONE is focused not only on serving current nurse leaders, but also on developing emerging nurse leaders, professionals across this spectrum were invited to participate. As a result, respondents range from clinical staff to C-suite executives.

Survey questions were developed by a team of subject matter experts in collaboration with McKinley methodologists. Questionnaire items were designed to collect information about nurse leaders' compensation, daily work, span of control and managerial responsibility; the factors that lead to their job satisfaction; and other professional and personal characteristics of nurse leaders.

AONE contacts who had not previously opted out of survey communications were invited to participate in the survey project and no sampling techniques were used for respondent selection. As such, no sampling margin of error is implicit in the data and confidence intervals are not calculated and reported for the data. Because of the substantial number of responses, the survey data is considered statistically valid, but data analysis and interpretation of results are focused on the respondent pool.

Like all surveys, there are multiple sources of potential errors that exist beyond sampling error, such as measurement bias and survey non-response. These factors should be considered in the interpretation of the results. The researchers have taken careful steps to eliminate and/or minimize survey errors where possible.

In some instances, participants were given the opportunity to select more than one response. In these cases, the corresponding charts and graphs have been noted with an asterisk (\*). For some questions, zero respondents may have selected an answer option. In these cases, the answer option percentage has been noted with a dash (-). If respondents did select an answer option but the number of respondents was insignificant enough to return a percentage, the percent for the answer option is noted as "0%." Additionally, percentages have been rounded to the nearest whole number. In cases where rounding has occurred, percent totals may not equal 100 percent.

Data for this report and corresponding survey were collected confidentially and have been shared throughout in aggregate form. The collection of data and presentation in this report follows the safety zone requirements described in the Statement of Department of Justice and Federal Trade Commission Enforcement Policy on provider participation in exchanges of price and cost information.



# Survey Findings

EXECUTIVE OR  
MANAGEMENT TITLE

FULL TIME

IN AN ACUTE CARE  
HOSPITAL FOR

6+ YEARS

45–64 YEARS OLD

\$90K–\$149,999

ANNUALLY

## RESPONDENT PROFILE

The AONE salary and compensation survey featured wide participation from nurse leaders. The average responding nurse leader works full time (35+ hours per week) in an acute-care hospital. He/she holds an executive or management title such as director, manager or chief nursing officer; has been in nursing leadership for at least six years; is between the ages of 45 and 64; holds a master's degree; and earns between \$90,000 and \$149,999 annually. However, this average description is meant only to highlight the most common, high-level responses in the survey. Further analysis reveals many different trends based on factors such as title, span of control (the number of departments and employees who ultimately report to a single position) and geographic region. These trends are illustrated in the following sections.

# Characteristics of Nurse Leaders

This report describes the findings from the AONE salary and compensation survey with an emphasis on illustrating the common and uncommon traits of nurse leaders. This section details the work characteristics of respondents.

## Employment Status and Type

The survey had a participant pool of 2,541. Nearly all survey respondents (97%) work full time (Figure 1.1). Very few work in part-time paid employment (1%) or are self-employed (1%).

Forty-two percent of respondents work at acute care hospitals, with another 33 percent in academic institutions—the latter group is divided between 26 percent at an academic medical center/hospital and 7 percent at an academic institution/university/college. Eight percent of respondents work in a health care system/corporate office and the remaining 16 percent work in other settings. The 2016 survey reflects more diversity of work setting when compared with the 2013 survey, in which nearly two-thirds of respondents (67%) worked at acute care hospitals (a difference of 25 percentage points).

FIGURE 1.1: CURRENT EMPLOYER TYPE

Current Employer Type	Count	%
Academic institution/University/College	170	7%
Academic medical center/Hospital	624	26%
Acute care hospital (long-term or short-term)	984	42%
Ambulatory care facility	34	1%
Consulting firm or organization	69	3%
Free standing rehabilitation	11	0%
Health care system/Corporate office	188	8%
Home health care organization/Provider	17	1%
Military/VA/Government	46	2%
Rural/critical access hospital	80	3%
Other specialty hospital, please specify	47	2%
Other, please specify	90	4%
n	2360	100% <sup>1</sup>

Q: Which of the following best describes your current employer?

<sup>1</sup> Responses may not sum to 100% due to rounding.

# Current Title

Three-fourths of respondents hold a title of director (35%), manager (22%) or chief nursing officer (CNO)/chief nursing executive (CNE) (21%) (Figure 1.2). Because of this strong representation, analysis in this report focuses on these levels of nursing leadership. Other participant titles include clinical staff (3%), advanced practice registered nurse (3%), professor/dean (3%), specialist/coordinator (4%), and vice president (7%). Nearly half of all respondents (48%) have been in their current position for two to five years with the majority (66%) having been in their current position for five years or less.

Respondents had the opportunity to select more than one title, although 91 percent of respondents chose only one. Nine percent choose two titles and less than 1 percent selected three or more titles. Participants were given the opportunity to select multiple titles in an effort to account for the wide variety of responsibilities and organizational structures in the nursing leadership field.

In addition to indicating their current title, respondents were also asked to select the most accurate description(s) of their current position from a list of common nursing leadership roles.

- + 33 percent of respondents are accountable for the planning, directing and coordinating the operations of multiple units/ departments or service lines and providing support and leadership between managers and executive level leadership.
- + 30 percent are a member of the executive management team and are responsible for specific businesses, clinical divisions, or service lines.
- + 30 percent are accountable and responsible for unit(s) during hours of operation including care delivery practice environment, staff performance, clinical outcomes and management of budgets.
- + 25 percent are the highest ranking nurse leader responsible for all nursing services, design and implementation of patient care delivery, and developing strategies to improve services and compliance with established standards within an organization or entity.

**FIGURE 1.2: CURRENT TITLE<sup>2</sup>**

Current Title	Count	%
Advanced practice registered nurse (APRN)	66	3%
Chief executive officer (CEO)	24	1%
Chief financial officer (CFO)	1	0%
Chief information officer (CIO)	1	0%
Chief nursing informatics officer (CNIO)	15	1%
Chief nursing officer/Chief nurse executive (CNO/CNE)	503	21%
Chief operating officer (COO)	38	2%
Clinical staff	65	3%
Consultant	82	3%
Director	820	35%
Manager	520	22%
President	7	0%
Professor/Dean	77	3%
Specialist/Coordinator	86	4%
System chief executive officer (CEO)	5	0%
System chief financial officer (CFO)	0	—
System chief information officer (CIO)	0	—
System chief nursing informatics officer (CNIO)	5	0%
System chief nursing officer/Chief nurse executive (CNO/CNE)	98	4%
System chief operating officer (COO)	4	0%
Vice president	167	7%
n	2,348	—

**Q: Which of the following best describes your current position or title? Please select all that apply.**

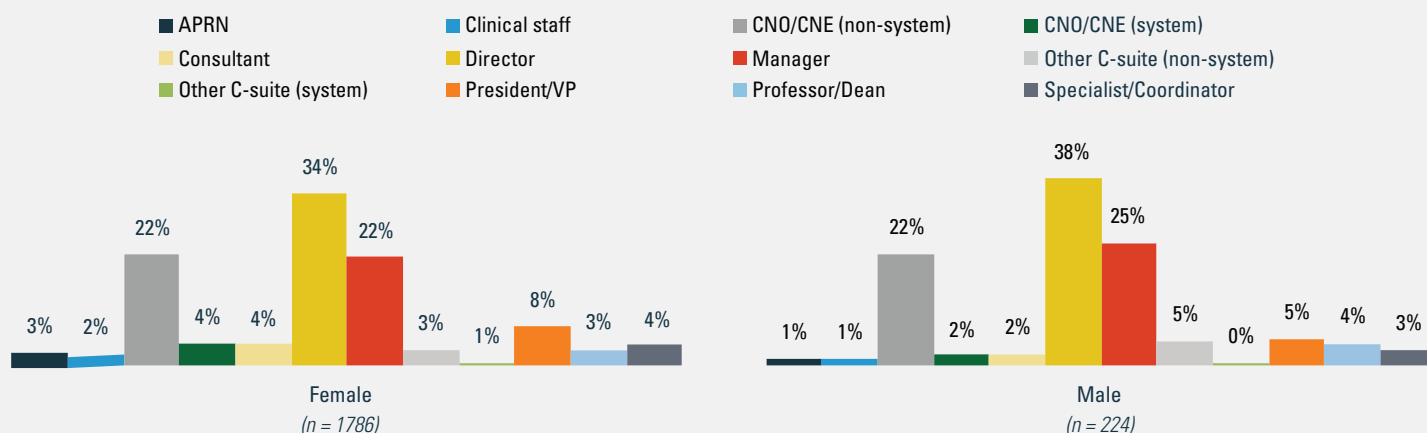
<sup>2</sup> This is a "multiple select" question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100 percent.



# Gender and Ethnicity

The vast majority of respondents are female (88%) and white/Caucasian (88%). Figures 1.3 and 1.4 provide analysis of gender and ethnicity by job title. The results are consistent with overall totals; among all ethnicities and both genders, most hold director, manager or CNO titles.

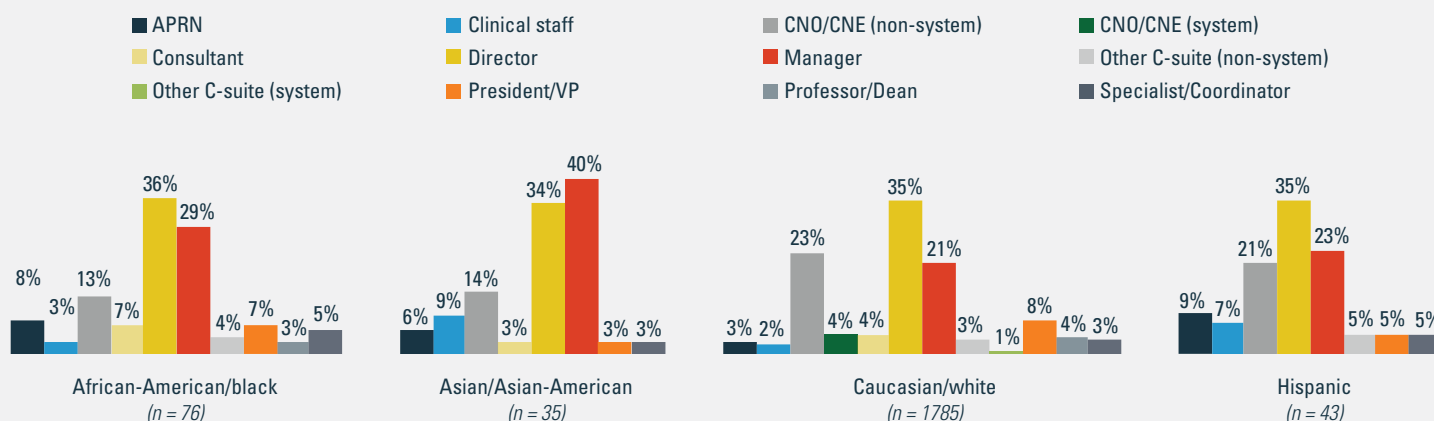
FIGURE 1.3: GENDER BY JOB TITLE <sup>3</sup>



Q: Please select the gender with which you most closely identify.

Q: Which of the following best describes your current position or title? Please select all that apply.

FIGURE 1.4: RACE/ETHNICITY BY JOB TITLE <sup>4</sup>



Q: Please indicate the race or ethnicity with which you most closely identify.

Q: Which of the following best describes your current position or title? Please select all that apply.

<sup>3,4</sup> This is a "multiple select" question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100 percent.

# Years of Experience

Most responding nurse leaders (83%) have held a nursing management or leadership position for at least six years, compared with only 15 percent who report being in nursing leadership for less than six years (Figure 1.5). Twenty-eight percent have been in leadership for 11 to 20 years, while over one-third of respondents (37%) have held a leadership position for more than 20 years. While the data points to a leadership path with room for promotions and career growth, it is also an indicator of an aging workforce. As more experienced nurse leaders retire, health care organizations will invariably look to fill those positions with qualified individuals. This will open the door for emerging nurse leaders to take on more responsibility and move through the leadership track.

Looking at experience on a title-by-title basis, the vast majority (87%) of C-suite executives have at least 10 years of nursing leadership experience (Figures 1.6 and 1.7). Managers typically have fewer years of experience (37% had less than six years of leadership tenure), while directors were weighted more heavily toward the more experienced side. One-third of directors (33%) have more than 20 years of leadership experience. This could indicate that some directors are satisfied with this position as a long-term career choice; conversely, it could indicate a lack of opportunity because of a finite number of C-suite positions available.

FIGURE 1.5: YEARS OF EXPERIENCE IN NURSING LEADERSHIP/ MANAGEMENT

Years of Experience	Count	%
1 year or less	46	2%
2 - 5 years	304	13%
6 - 10 years	424	18%
11 - 20 years	668	28%
More than 20 years	865	37%
Do not work in management or leadership nursing position	39	2%
Unsure	0	—
n	2346	100% <sup>5</sup>

Q: How many years have you worked in a management or leadership position in nursing?

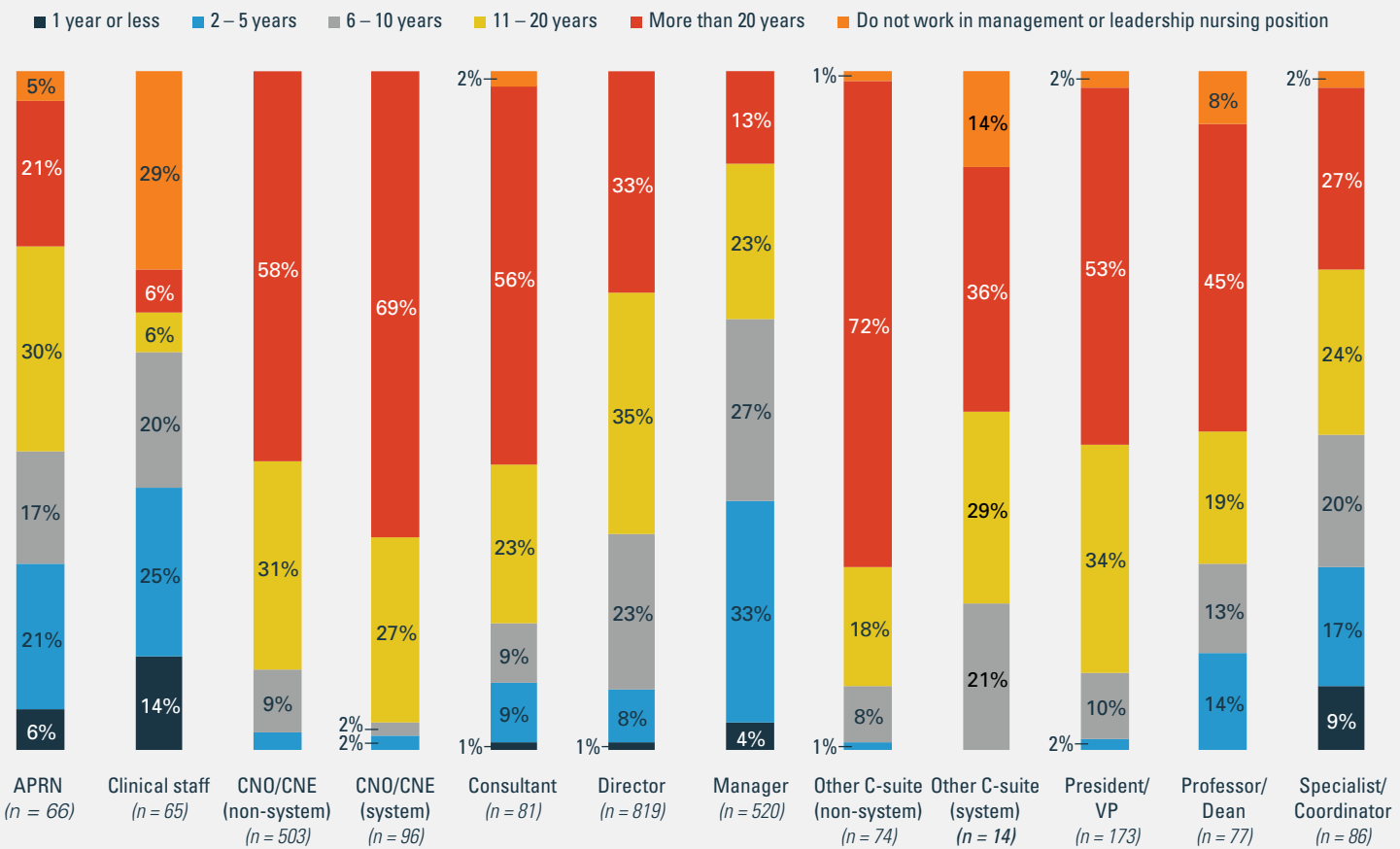
<sup>5</sup>Responses may not sum to 100% due to rounding.

11–20 YEARS OF EXPERIENCE  
28%

20+ YEARS OF EXPERIENCE  
37%

6+ YEARS  
83%

FIGURE 1.6: JOB TITLE<sup>6</sup> BY YEARS OF EXPERIENCE IN NURSING LEADERSHIP/MANAGEMENT



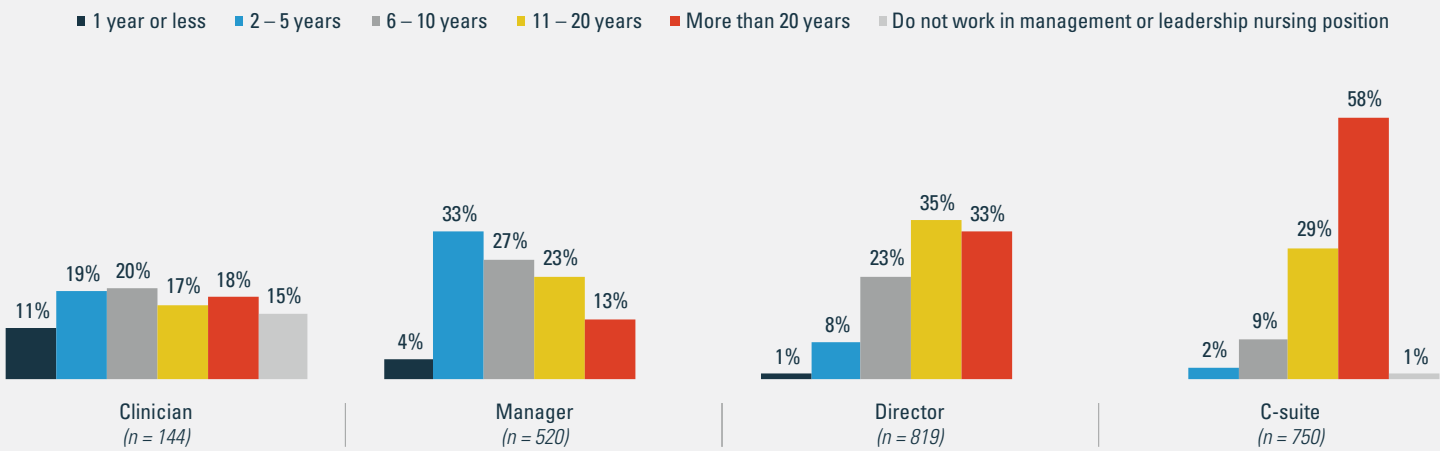
Q: Which of the following best describes your current position or title? Please select all that apply.

Q: How many years have you worked in a management or leadership position in nursing?

# + JOB TITLE by years

<sup>6</sup> This is a “multiple select” question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100 percent.

FIGURE 1.7: JOB LEVEL<sup>7</sup> BY YEARS OF EXPERIENCE IN NURSING LEADERSHIP/MANAGEMENT



Q: How many years have you worked in a management or leadership position in nursing?

Q: Which of the following best describes your current position or title? Please select all that apply.

# + JOB LEVEL by years

<sup>7</sup> This is a “multiple select” question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100 percent.

# Reporting Structure

In addition to salary and compensation for nurse leader positions, the survey also focused on reporting structures within various organizations. Considering the most common titles represented in the survey were manager, director and CNO/CNE, it stands to reason that respondents would choose director (24%), CNO/CNE (21%) and CEO (16%) as their direct supervisor (Figure 1.8). When considering the traditional nurse leader path, these titles would intuitively be the next steps for respondents. Additionally, data collected from this survey shows most directors report directly to a non-system CNO/CNE. As illustrated by Figure 1.9, 49% of directors report to a non-system CNO/CNE compared with only 14 percent who report to a system CNO/CNE.

Based on survey data, the remaining elements of most likely reporting structure are as follows:

- + 66 percent of clinical staff report to a manager.
- + 75 percent of managers report to a director.
- + 53 percent of specialists/coordinators report to a director.
- + 49 percent of directors report to a non-system CNO/CNE and 14 percent report to a system CNO/CNE.
- + 69 percent of non-system CNOs/CNEs report to another non-system C-suite executive with the most cited title of CEO (59%).
- + 52 percent of system CNOs/CNEs report to another system C-suite executive with the most cited title of system CEO (36%).

FIGURE 1.8: TITLE OF DIRECT SUPERVISOR<sup>8</sup>

Title of Direct Supervisor	Count	%
Advanced practice registered nurse (APRN)	13	1%
Chief executive officer (CEO)	377	16%
Chief nursing officer/Chief nurse executive (CNO/CNE)	495	21%
Other C-suite (non-system)	123	5%
Clinical staff	24	1%
Consultant	22	1%
Director	562	24%
Manager	124	5%
President/VP	357	15%
Professor/Dean	66	3%
Specialist/Coordinator	4	0%
System chief nursing officer/Chief nurse executive (CNO/CNE)	195	8%
Other C-suite (system)	126	5%
N	2,348	—

Q: Which of the following best represents the title of your direct supervisor? Please select all that apply.

<sup>8</sup> This is a "multiple select" question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100 percent.



FIGURE 1.9: DIRECT SUPERVISOR BY JOB TITLE<sup>9</sup>

Direct Supervisor Job Title	Job Title											
	APRN	Clinical staff	CNO/ CNE (non-system)	CNO/ CNE (system)	Consultant	Director	Manager	Other C-suite (non-system)	Other C-Suite (system)	President/ VP	Professor/ Dean	Specialist/ Coordinator
APRN	11%	2%	0%	—	—	0%	1%	—	—	1%	1%	1%
Clinical staff	5%	11%	0%	—	—	1%	2%	1%	—	—	—	—
CNO/CNE (non-system)	18%	8%	2%	1%	10%	49%	9%	8%	—	15%	1%	7%
CNO/CNE (system)	5%	—	9%	3%	6%	14%	3%	5%	—	10%	3%	2%
Consultant	—	—	—	—	22%	0%	0%	1%	—	2%	—	—
Director	35%	20%	3%	3%	16%	10%	75%	1%	—	3%	14%	53%
Manager	14%	66%	1%	—	6%	2%	7%	1%	—	1%	1%	21%
Other C-suite (non-system)	6%	—	69%	33%	15%	8%	1%	49%	36%	39%	4%	3%
Other C-suite (system)	—	—	5%	52%	5%	2%	1%	17%	64%	10%	1%	—
President/VP	12%	3%	19%	9%	30%	21%	4%	25%	7%	33%	16%	6%
Professor/Dean	6%	—	—	—	5%	1%	0%	—	—	1%	69%	8%
Specialist/Coordinator	2%	2%	—	—	1%	0%	—	—	—	—	—	1%
n	66	65	503	98	82	820	520	75	14	174	77	86

Q: Which of the following best represents the title of your direct supervisor? Please select all that apply.

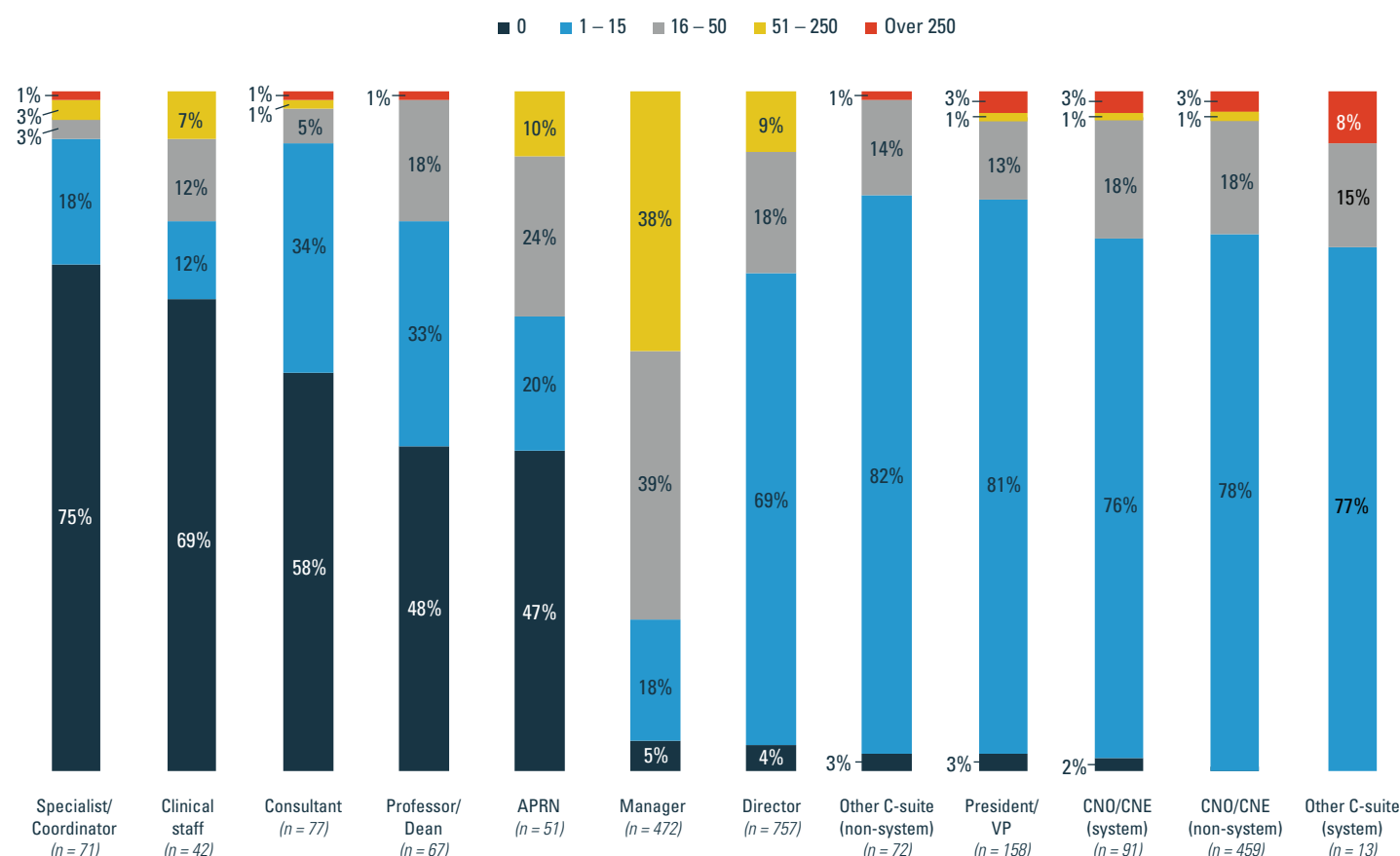
Q: Which of the following best describes your current position or title? Please select all that apply.

<sup>9</sup> This is a “multiple select” question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100%.

# Number of Directly Supervised FTEs

Direct supervisory responsibilities for full-time employees (FTEs) is more common for those who hold administrative and executive job titles than for titles that suggest predominantly clinical, academic or independent consulting roles. At least 95 percent of all managers, directors and most executives (COOs, CNOs, system CNOs, vice presidents) supervise one or more FTE. Only 25 percent of specialists/coordinators, 42 percent of consultants, 54 percent of APRNs and 52 percent of professors and deans report they have direct supervisory responsibilities (Figure 1.10).

FIGURE 1.10: JOB TITLE<sup>10</sup> BY NUMBER OF DIRECTLY SUPERVISED FTEs



Q: Please indicate the total number of FTEs reporting directly to you.

Q: Which of the following best describes your current position or title? Please select all that apply.

<sup>10</sup> This is a "multiple select" question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100 percent.

# Salary and Compensation

## Overall Results

As shown in Figure 2.1, annual salaries from responding nurse leaders vary widely, with half falling between \$90,000 and \$149,999. Of the rest, 12 percent earn less than \$90,000 and the remaining respondents (38%) earn \$150,000 or more, broken down as follows: 15 percent earn between \$150,000 and \$179,999, 13 percent earn between \$180,000 and \$229,999, and 10 percent earn \$230,000 or more (Figure 2.1). These findings are consistent with salary information collected in the 2013 study.

Figure 2.2 further illustrates the cumulative distribution of nurse leader salaries. The line graph shows the percentage of respondents who have a salary within or below a particular range. The line increases most dramatically between \$80,000 and \$159,999, where 62 percent of all responding nurse leader salaries fall. While salaries are most concentrated in the \$90,000 to \$139,999 range, the fact that the scale continues to \$250,000 per year and beyond illustrates the potential for some nurse leaders to advance in title and salary beyond the average range.

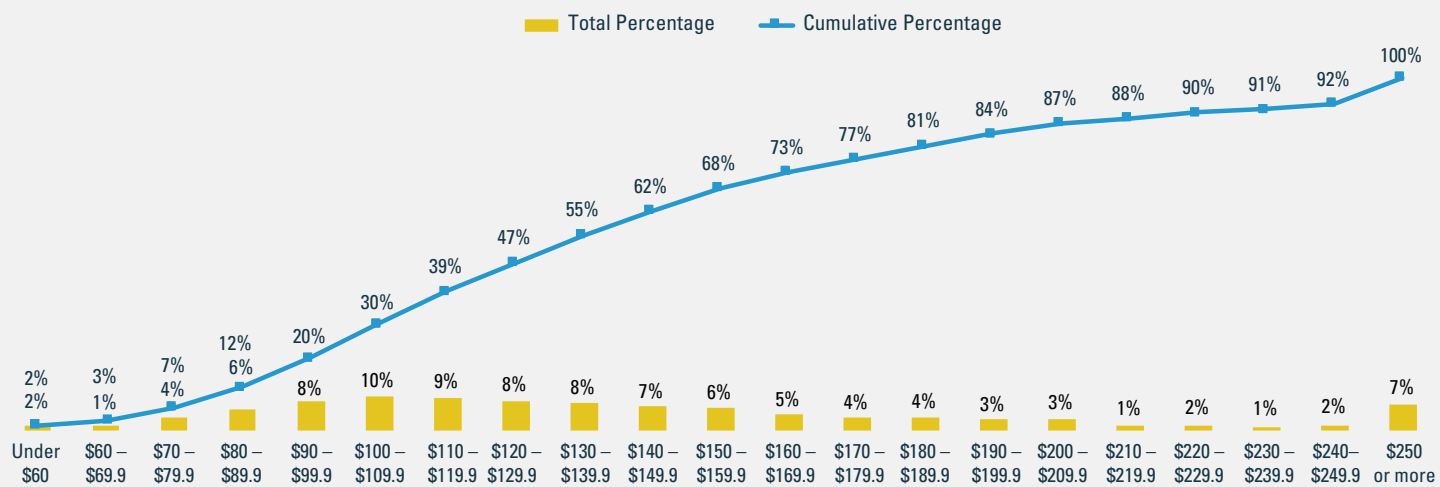
**FIGURE 2.1: OVERALL SALARY RANGES (PER YEAR)**

Salary Distribution	Total Percentage	Cumulative Percentage <sup>11</sup>
Under \$60,000	2%	2%
\$60,000 - \$69,999	1%	3%
\$70,000 - \$79,999	4%	7%
\$80,000 - \$89,999	6%	12%
\$90,000 - \$99,999	8%	20%
\$100,000 - \$109,999	10%	30%
\$110,000 - \$119,999	9%	39%
\$120,000 - \$129,999	8%	47%
\$130,000 - \$139,999	8%	55%
\$140,000 - \$149,999	7%	62%
\$150,000 - \$159,999	6%	68%
\$160,000 - \$169,999	5%	73%
\$170,000 - \$179,999	4%	77%
\$180,000 - \$189,999	4%	81%
\$190,000 - \$199,999	3%	84%
\$200,000 - \$209,999	3%	87%
\$210,000 - \$219,999	1%	88%
\$220,000 - \$229,999	2%	90%
\$230,000 - \$239,999	1%	91%
\$240,000 - \$249,999	2%	93%
\$250,000 or more	7%	100%
Unsure	0%	100%
Prefer not to answer	0%	100%
n	2143	

**Q: What is your current annual base salary (excluding additional income and bonus money)?**

<sup>11</sup> Responses may not sum to 100% due to rounding.

FIGURE 2.2: NURSE LEADER SALARY DISTRIBUTION (SALARY IN 1,000)



Q: What is your current annual base salary (excluding additional income and bonus money)? (n = 2143)

# + SALARY distribution

# Salary by Title

Not surprisingly, nurse leaders with senior-level titles earn higher incomes than do other nurse leaders. Directors and managers are most likely to earn between \$100,000 and \$159,999 annually, with 69 percent and 52 percent falling into that range, respectively. It is noteworthy that only 2 percent of directors and 10 percent of managers have annual salaries of less than \$80,000.

For non-system CNOs/CNEs, more than half (58%) earn between \$100,000 and \$199,999, nearly a quarter (23%) earn between \$200,000 and \$249,999, while 17 percent earn \$250,000 or more. Predictably, system CNOs tend to earn higher salaries than their non-system counterparts, with more than half (52%) earning \$250,000 or more. Other non-system C-suite titles show a similar pattern, with 46 percent of those identifying as chief executive officers (CEOs), chief operating officers (COOs), chief financial officers (CFOs), chief information officers (CIOs) or chief nursing informatics officers (CNIOs) earning between \$100,000 and \$199,999 (Figure 2.3), 19 percent earning between \$200,000 and \$249,999 and nearly a quarter (24%) earning \$250,000 or more.

Clinical staff are the most likely to be at the lower end of the salary scale with 41 percent earning \$80,000 or more annually. This is followed by academic respondents (professors or deans) and specialists/coordinators (69% and 77%, respectively) earning \$80,000 or more annually.

**FIGURE 2.3: SALARY BY TITLE<sup>12</sup>**

	APRN	Clinical staff	CNO/CNE (non-system)	CNO/CNE (system)	Consultant	Director	Manager	Other C-suite (non-system)	President/VP	Professor/Dean	Specialist/Coordinator
Under \$60,000	—	30%	—	—	5%	0%	0%	1%	—	8%	6%
\$60,000 - \$69,999	—	7%	—	—	1%	1%	3%	—	1%	7%	5%
\$70,000 - \$79,999	10%	22%	1%	1%	1%	1%	7%	1%	—	14%	11%
\$80,000 - \$89,999	14%	17%	1%	2%	6%	3%	14%	3%	—	15%	14%
\$90,000 - \$99,999	8%	7%	1%	—	5%	5%	21%	—	—	13%	19%
\$100,000 - \$109,999	12%	7%	3%	3%	8%	10%	18%	1%	1%	8%	14%
\$110,000 - \$119,999	8%	2%	3%	4%	6%	12%	14%	3%	4%	7%	11%
\$120,000 - \$129,999	14%	6%	6%	1%	4%	13%	8%	3%	2%	4%	8%
\$130,000 - \$139,999	8%	2%	5%	—	10%	14%	6%	4%	4%	1%	4%
\$140,000 - \$149,999	2%	—	6%	1%	8%	11%	4%	9%	4%	1%	1%

continued >>

<sup>12</sup> This is a "multiple select" question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100 percent.



**FIGURE 2.3: SALARY BY TITLE (CONTINUED)**

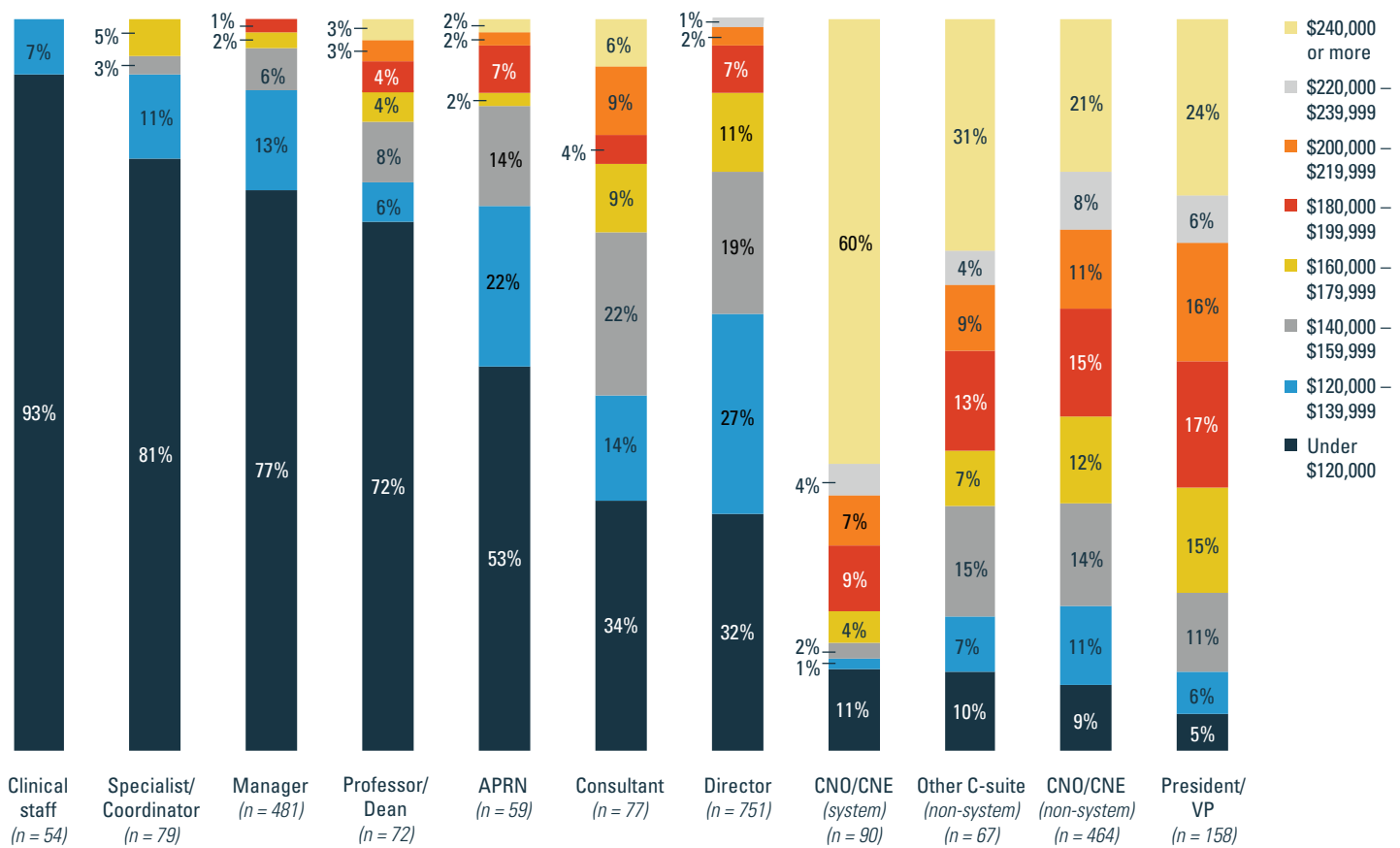
	APRN	Clinical staff	CNO/CNE (non-system)	CNO/CNE (system)	Consultant	Director	Manager	Other C-suite (non-system)	President/VP	Professor/Dean	Specialist/Coordinator
\$150,000 - \$159,999	12%	—	8%	1%	14%	9%	2%	6%	7%	7%	1%
\$160,000 - \$169,999	2%	—	7%	4%	1%	6%	1%	1%	9%	1%	1%
\$170,000 - \$179,999	—	—	5%	—	8%	5%	1%	6%	6%	3%	4%
\$180,000 - \$189,999	3%	—	8%	1%	1%	3%	1%	9%	9%	4%	—
\$190,000 - \$199,999	3%	—	7%	8%	3%	3%	0%	4%	8%	—	—
\$200,000 - \$209,999	—	—	7%	4%	8%	2%	0%	7%	12%	3%	—
\$210,000 - \$219,999	2%	—	4%	2%	1%	1%	—	1%	4%	—	—
\$220,000 - \$229,999	—	—	5%	2%	—	0%	0%	3%	4%	—	—
\$230,000 - \$239,999	—	—	3%	2%	—	0%	—	1%	2%	—	—
\$240,000 - \$249,999	—	—	4%	8%	—	0%	—	7%	4%	1%	—
\$250,000 or more	2%	—	17%	52%	6%	0%	—	24%	20%	1%	—
Unsure	—	—	—	—	—	—	0%	—	—	—	—
Prefer not to answer	—	—	0%	1%	1%	0%	0%	1%	—	—	—
n	59	54	464	90	77	751	481	67	158	72	79

Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: Which of the following best describes your current position or title? Please select all that apply.

Figure 2.4 illustrates the percentage of nurse leaders in different positions and their most likely income level. The chart clearly shows a progression of salary according to job title. For example, 93 percent of clinical staff earn less than \$120,000 per year, compared with only 11 percent of system CNOs/CNEs, 9 percent of non-system CNOs/CNEs, and 5 percent of presidents/vice presidents.

FIGURE 2.4: SALARY DISTRIBUTION BY TITLE<sup>13</sup>



Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: Which of the following best describes your current position or title? Please select all that apply.

<sup>13</sup> This is a “multiple select” question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100 percent.

# Salary by Geographic Region

The survey had representation across nine regions of the country, with sample sizes ranging from 161 (Region 1) to 387 (Region 5) (Figure 2.5). Among the nine AONE geographic regions, nurse leaders in Region 9 (Alaska, California, Hawaii, Nevada, Oregon and Washington) have the greatest percentage of respondents (62%) earning \$150,000 or more. This is followed by the New England states in Region 1 (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont). Nearly half (44%) of all the nurse leaders in Region 1 earn \$150,000 or more. The lowest percentage of high-earning nurse leaders (\$150,000 or more, 27%) work in Region 8 (Arizona, Colorado, Idaho, Montana, New Mexico, Utah and Wyoming).

## AONE Regions:

**Region 1:** Connecticut, Massachusetts, Maine, New Hampshire, Rhode Island, Vermont

**Region 2:** New Jersey, New York, Pennsylvania

**Region 3:** District of Columbia, Delaware, Kentucky, Maryland, North Carolina, Virginia, West Virginia

**Region 4:** Alabama, Florida, Georgia, Mississippi, South Carolina, Tennessee

**Region 5:** Illinois, Indiana, Michigan, Ohio, Wisconsin

**Region 6:** Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota

**Region 7:** Arkansas, Louisiana, Oklahoma, Texas

**Region 8:** Arizona, Colorado, Idaho, Montana, New Mexico, Utah, Wyoming

**Region 9:** Alaska, California, Hawaii, Nevada, Oregon, Washington

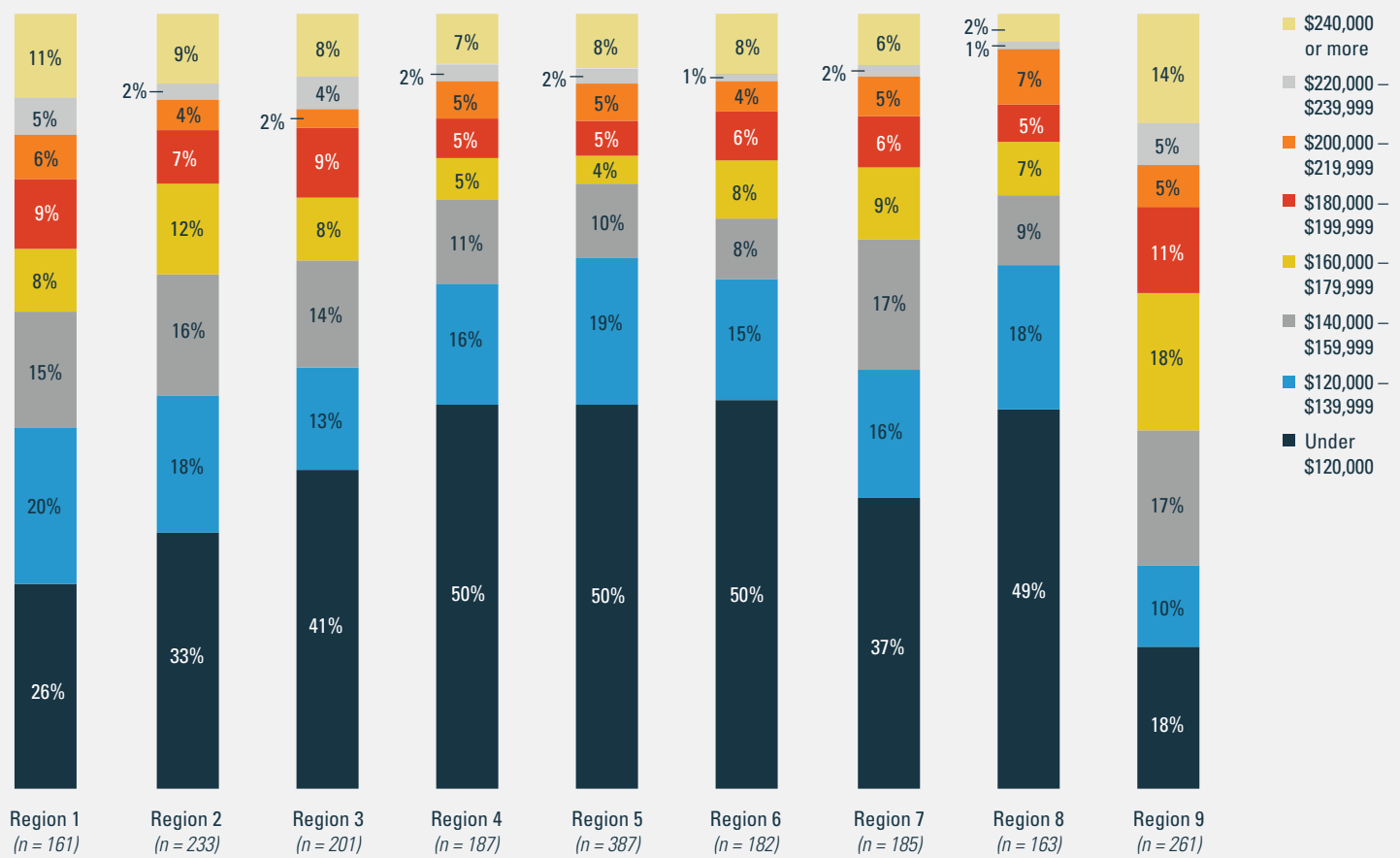
FIGURE 2.5: SALARY BY GEOGRAPHIC REGION

	Region 1 (CT, MA, ME, NH, RI, VT)	Region 2 (NJ, NY, PA)	Region 3 (DC, DE, KY, MD, NC, VA, WV)	Region 4 (AL, FL, GA, MS, SC, TN)	Region 5 (IL, IN, MI, OH, WI)	Region 6 (IA, KS, MN, MO, NE, ND, SD)	Region 7 (AR, LA, OK, TX)	Region 8 (AZ, CO, ID, MT, NM, UT, WY)	Region 9 (AK, CA, HI, NV, OR, WA)
Under \$60,000	—	0%	2%	2%	2%	1%	1%	4%	1%
\$60,000 - \$69,999	1%	1%	2%	1%	1%	1%	2%	4%	—
\$70,000 - \$79,999	1%	2%	3%	4%	6%	6%	3%	4%	0%
\$80,000 - \$89,999	2%	4%	7%	11%	6%	10%	6%	6%	2%
\$90,000 - \$99,999	3%	6%	8%	9%	15%	9%	8%	10%	3%
\$100,000 - \$109,999	7%	12%	8%	9%	10%	13%	9%	13%	7%
\$110,000 - \$119,999	11%	8%	9%	14%	10%	9%	9%	7%	6%
\$120,000 - \$129,999	11%	8%	5%	11%	11%	7%	10%	7%	5%
\$130,000 - \$139,999	9%	9%	8%	5%	8%	8%	6%	11%	6%
\$140,000 - \$149,999	8%	6%	8%	5%	4%	5%	9%	5%	8%
\$150,000 - \$159,999	7%	9%	6%	5%	5%	2%	8%	4%	9%
\$160,000 - \$169,999	4%	6%	5%	3%	3%	3%	5%	4%	10%
\$170,000 - \$179,999	4%	6%	3%	3%	1%	4%	4%	3%	8%
\$180,000 - \$189,999	4%	3%	5%	2%	2%	4%	3%	3%	7%
\$190,000 - \$199,999	5%	4%	3%	3%	2%	2%	3%	2%	4%
\$200,000 - \$209,999	4%	3%	2%	2%	3%	3%	3%	5%	4%
\$210,000 - \$219,999	1%	0%	—	3%	2%	1%	2%	2%	1%
\$220,000 - \$229,999	3%	2%	2%	1%	1%	1%	1%	1%	4%
\$230,000 - \$239,999	2%	—	2%	1%	1%	—	1%	—	1%
\$240,000 - \$249,999	1%	0%	2%	2%	2%	—	2%	1%	2%
\$250,000 or more	9%	9%	6%	5%	6%	8%	4%	2%	12%
Unsure	1%	—	—	—	—	—	—	—	—
Prefer not to answer	1%	—	1%	—	—	1%	1%	—	0%
n	161	233	201	187	387	182	185	163	261

Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: In which state or territory is your organization located?

FIGURE 2.6: SALARY DISTRIBUTION BY REGION



Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: In which state or territory is your organization located?

distribution by REGION



# Salary by Employer

The AONE survey found that nurse leader salaries are similar across employer types. With the exception of nurse leaders employed at consulting firms and at health care systems/corporate offices, the majority earn salaries between \$70,000 and \$149,999 including:

**68 percent** for academic institutions

**58 percent** for academic medical centers

**58 percent** for acute care hospitals

**80 percent** for ambulatory care facilities

**69 percent** for military/VA/government facilities

**78 percent** for rural/critical access hospitals

For the purposes of this report, respondents were instructed to think of their employer as the entity that they work for directly. For example, if a respondent works for a hospital within a health care system, they identified the hospital as their employer and not the corporate entity that may technically own it. Similarly, if they work directly at the corporate system level, they identified the health care system as their employer.

Breaking down the data into specific settings, the survey found that more than half of nurse leaders employed by consulting firms (57%) garner salaries of \$150,000 or more. Nurse leaders employed by health systems/corporate offices are most likely (19%) to earn the highest salaries, at \$250,000 or more, followed by academic medical centers or hospitals (9%). Respondents who work at an academic institution, university or college are most likely to have the lowest salaries with 42 percent earning less than \$100,000 annually. Nurses employed in ambulatory care facilities (38%), military/VA/government facilities (24%), and rural/critical access hospitals (23%) were also likely to have salaries of \$100,000 or less (Figure 2.7).

Figure 2.8 further illustrates the percentage of professionals in the highest salary levels according to employer type. Notably, respondents from consulting firms were most likely (78%) to earn \$120,000 or more annually and respondents from health care system/corporate offices were most likely (36%) to earn \$180,000 or more annually.

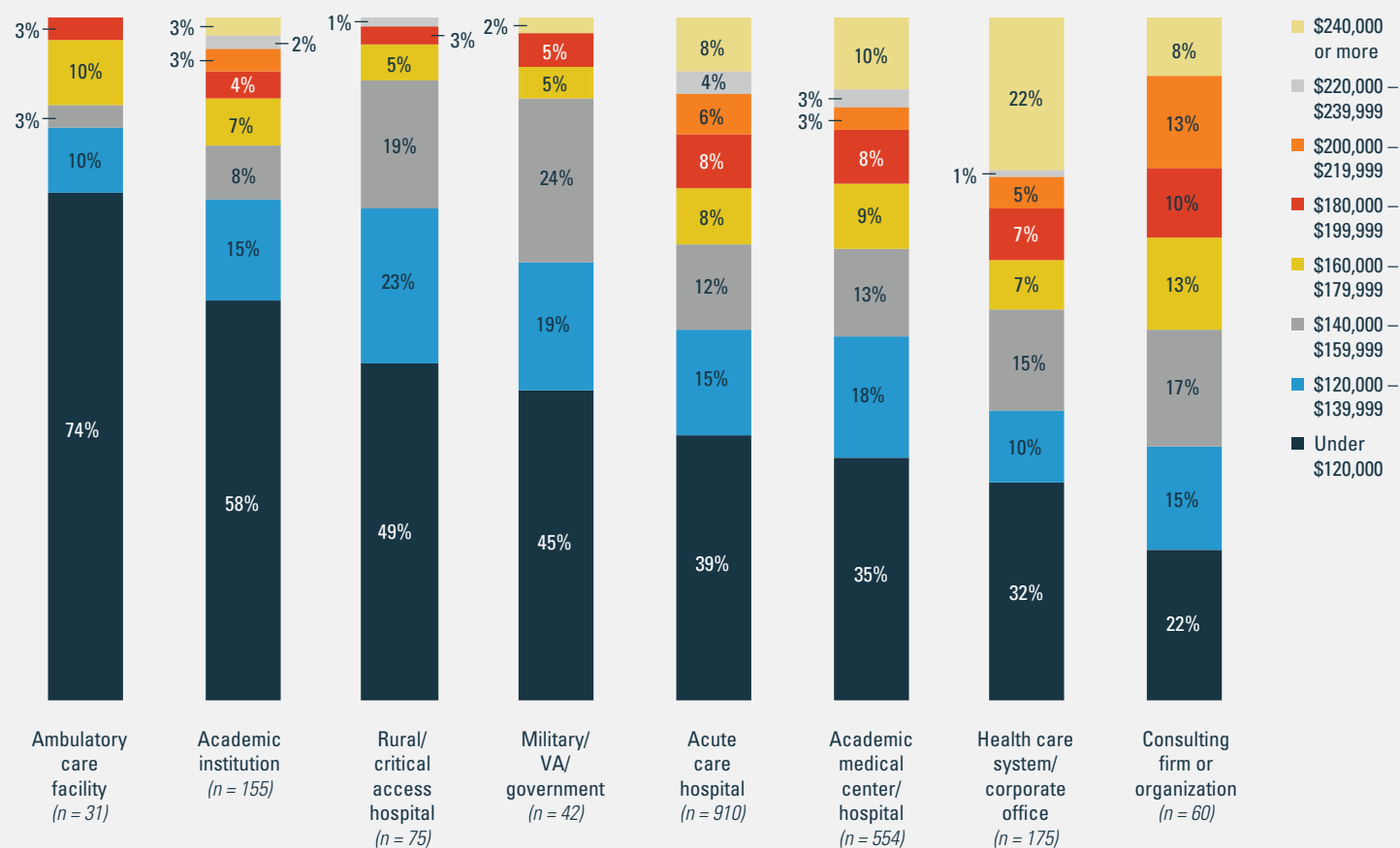
**FIGURE 2.7: SALARY DISTRIBUTION BY EMPLOYER**

	Academic institution/university/college	Academic medical center/hospital	Acute care hospital	Ambulatory care facility	Consulting firm	Health care system/corporate office	Military/VA/government	Rural/critical access hospital	Home health care organization/provider	Free standing rehabilitation
Under \$60,000	5%	1%	1%	—	2%	2%	—	3%	6%	—
\$60,000 - \$69,999	5%	1%	1%	6%	—	1%	5%	—	—	—
\$70,000 - \$79,999	9%	2%	4%	3%	—	3%	5%	5%	—	—
\$80,000 - \$89,999	12%	5%	5%	16%	5%	5%	2%	8%	12%	10%
\$90,000 - \$99,999	11%	6%	10%	13%	3%	7%	12%	7%	—	20%
\$100,000 - \$109,999	10%	11%	9%	16%	5%	5%	14%	17%	12%	—
\$110,000 - \$119,999	7%	9%	9%	19%	7%	10%	7%	9%	6%	60%
\$120,000 - \$129,999	8%	8%	8%	10%	5%	5%	14%	8%	12%	—
\$130,000 - \$139,999	7%	10%	7%	—	10%	5%	5%	15%	12%	—
\$140,000 - \$149,999	4%	7%	6%	3%	7%	6%	10%	9%	6%	—
\$150,000 - \$159,999	4%	6%	6%	—	10%	9%	14%	9%	6%	—
\$160,000 - \$169,999	4%	5%	5%	6%	—	3%	5%	4%	6%	—
\$170,000 - \$179,999	3%	4%	3%	3%	13%	4%	—	1%	—	—
\$180,000 - \$189,999	3%	4%	4%	—	10%	3%	5%	1%	6%	—
\$190,000 - \$199,999	1%	4%	4%	3%	—	5%	—	1%	—	—
\$200,000 - \$209,999	3%	2%	4%	—	12%	2%	—	—	6%	—
\$210,000 - \$219,999	—	1%	2%	—	2%	2%	—	—	—	—
\$220,000 - \$229,999	2%	1%	3%	—	—	1%	—	1%	—	—
\$230,000 - \$239,999	—	2%	1%	—	—	1%	—	—	—	—
\$240,000 - \$249,999	1%	2%	2%	—	—	3%	—	—	—	—
\$250,000 or more	2%	9%	6%	—	8%	19%	2%	—	12%	—
Unsure	—	0%	—	—	—	—	—	—	—	—
Prefer not to answer	1%	0%	0%	—	2%	—	—	—	—	10%
n	155	554	910	31	60	175	42	75	17	10

**Q: What is your current annual base salary (excluding additional income and bonus money)?**

**Q: Which of the following best describes your current employer?**

FIGURE 2.8: SALARY DISTRIBUTION BY EMPLOYER



Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: Which of the following best describes your current employer?

distribution by EMPLOYER

# Salary by Clinical Responsibility

To accurately analyze and understand nurse leader salary trends, it is important to separate individuals who provide clinical care from those who are focused on managerial and administrative responsibilities. Nearly 400 survey respondents (15% of total respondents) indicated that they do not provide clinical care, and these respondents work in an academic institution (41%), health care system/corporate office (46%), or other setting that does not provide clinical care (13%). Findings include:

- + 43 percent of respondents who do not provide clinical care but work in a system or corporate office setting said they earn \$160,000 or more per year.
- + 42 percent of respondents who work in an academic institution earn less than \$100,000 per year.
- + 50 percent of respondents who do not provide clinical care but work in another setting such as consulting, advocacy, or an association/nonprofit earn between \$110,000 and \$159,999 per year.

**FIGURE 2.9: SALARY DISTRIBUTION BY THOSE WHO DO NOT PROVIDE CLINICAL CARE**

	Academic institution/ university/ college	Health care system/ corporate office	Other, does not provide clinical care <sup>14</sup>
Under \$60,000	5%	2%	8%
\$60,000 - \$69,999	5%	1%	—
\$70,000 - \$79,999	9%	3%	6%
\$80,000 - \$89,999	12%	5%	8%
\$90,000 - \$99,999	11%	7%	4%
\$100,000 - \$109,999	10%	5%	4%
\$110,000 - \$119,999	7%	10%	10%
\$120,000 - \$129,999	8%	5%	12%
\$130,000 - \$139,999	7%	5%	10%
\$140,000 - \$149,999	4%	6%	10%
\$150,000 - \$159,999	4%	9%	8%
\$160,000 - \$169,999	4%	3%	4%
\$170,000 - \$179,999	3%	4%	2%
\$180,000 - \$189,999	3%	3%	6%
\$190,000 - \$199,999	1%	5%	2%
\$200,000 - \$209,999	3%	2%	4%
\$210,000 - \$219,999	—	2%	—
\$220,000 - \$229,999	2%	1%	—
\$230,000 - \$239,999	—	1%	—
\$240,000 - \$249,999	1%	3%	—
\$250,000 or more	2%	19%	4%
Unsure	—	—	—
Prefer not to answer	1%	—	—
n	155	175	51

Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: Which of the following best describes your current employer?

<sup>14</sup> This audience includes consulting, advocacy, association/nonprofit, and other nursing related positions that do not provide clinical care.

# Salary by Experience in Nursing Leadership

Salaries tend to correlate with the years of nursing leadership experience of the individuals. Key findings include:

**Seventy-nine percent of nurse leaders** with two to five years of experience fall into the salary range of \$70,000 to \$129,999 per year. Sixty-five percent of those with six to ten years of experience also fall into the same range. However, these respondents are much more likely to earn \$100,000 or more annually (70% compared with 45%) than their less experienced colleagues.

**Those with more than 20 years of experience** are the most likely (60%) to earn \$150,000 or more per year.

**Those with one year or less of nursing leadership experience** are most likely (67%) to report an annual salary below the \$100,000 per-year mark.

As Figure 2.11 illustrates, **the 10-year mark appears to be the tipping point** in terms of higher salaries for nurse leaders. The majority of respondents with zero to 10 years of experience—including 58 percent of those with six to 10 years—report a salary of less than \$120,000 per year. Salaries for those with more than 10 years of experience are dramatically different; 67 percent of those with 11 to 20 years of experience and 82 percent of those with more than 20 years in leadership report salaries equal to \$120,000 per year or greater.

When segmented by position, **the tipping point is over five years** for directors with 55% of directors with over five years of experience earning \$120,000 or more. The majority of managers, regardless of years of experience, earn less than \$120,000 per year while the majority of non-system CNOs earn more than \$120,000 regardless of years of experience. However, the tipping point for the \$160,000 level is the 10-year mark with 61% of non-system CNOs with over ten years of experience earning \$160,000 or more.

## THE 10-YEAR MARK

APPEARS TO BE THE TIPPING POINT  
IN TERMS OF HIGHER SALARIES



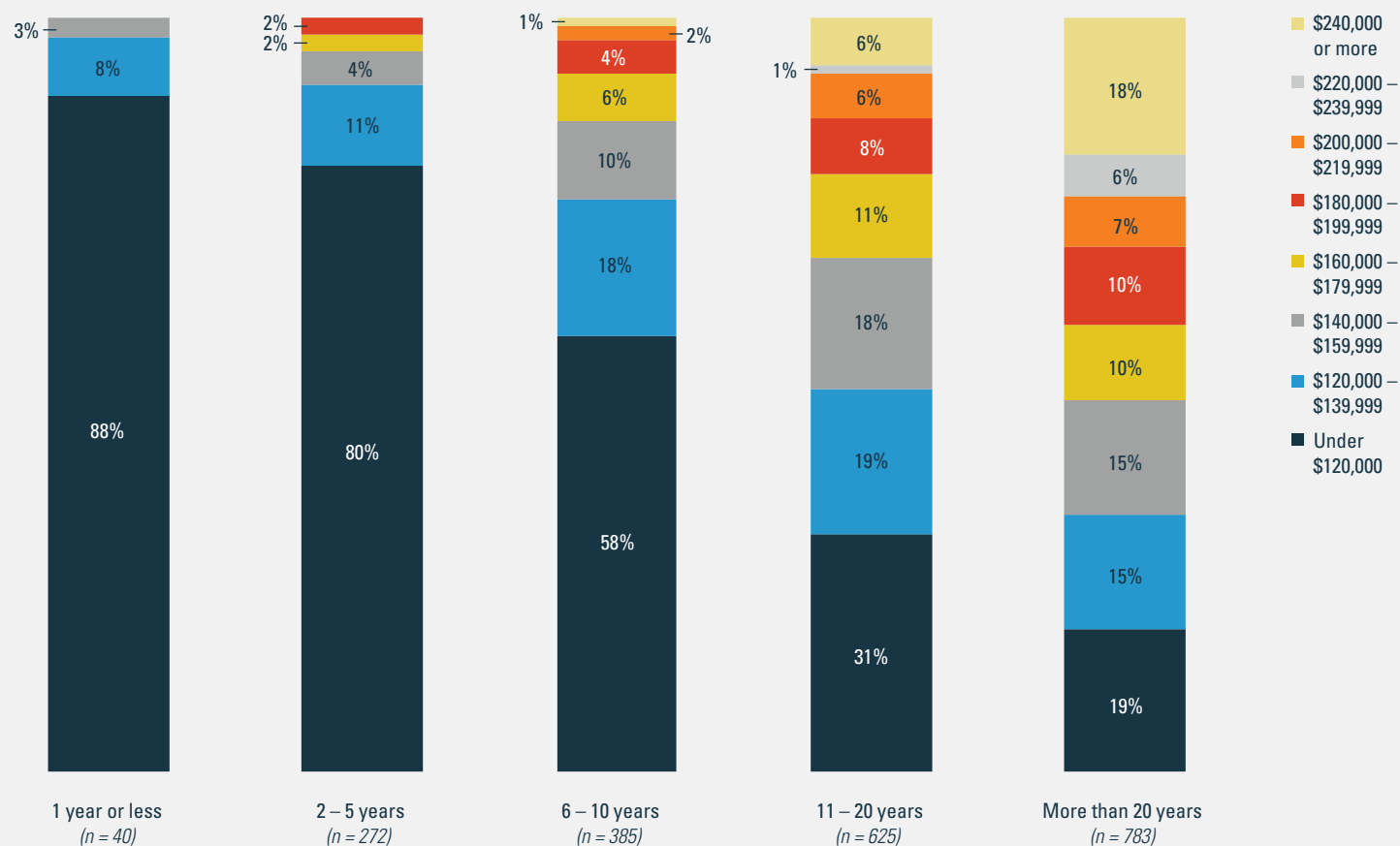
**FIGURE 2.10: SALARY DISTRIBUTION BY YEARS OF EXPERIENCE IN NURSING LEADERSHIP**

	1 year or less	2 - 5 years	6 - 10 years	11 - 20 years	More than 20 years
Under \$60,000	8%	3%	1%	0%	1%
\$60,000 - \$69,999	3%	4%	1%	0%	1%
\$70,000 - \$79,999	18%	9%	6%	2%	1%
\$80,000 - \$89,999	18%	17%	9%	3%	2%
\$90,000 - \$99,999	20%	21%	13%	5%	3%
\$100,000 - \$109,999	10%	16%	16%	10%	5%
\$110,000 - \$119,999	13%	10%	12%	11%	6%
\$120,000 - \$129,999	8%	6%	9%	9%	8%
\$130,000 - \$139,999	—	4%	9%	10%	7%
\$140,000 - \$149,999	3%	3%	6%	9%	7%
\$150,000 - \$159,999	—	2%	4%	8%	8%
\$160,000 - \$169,999	—	1%	4%	6%	5%
\$170,000 - \$179,999	—	1%	2%	4%	5%
\$180,000 - \$189,999	—	1%	3%	4%	5%
\$190,000 - \$199,999	—	1%	2%	3%	5%
\$200,000 - \$209,999	—	0%	1%	4%	5%
\$210,000 - \$219,999	—	—	1%	2%	2%
\$220,000 - \$229,999	—	—	0%	1%	4%
\$230,000 - \$239,999	—	—	—	1%	2%
\$240,000 - \$249,999	—	—	0%	1%	3%
\$250,000 or more	—	—	1%	5%	15%
Unsure	3%	—	—	—	—
Prefer not to answer	—	0%	—	0%	1%
n	40	272	385	625	783

Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: How many years have you worked in a management or leadership position in nursing?

FIGURE 2.11: SALARY DISTRIBUTION BY YEARS OF EXPERIENCE IN NURSING LEADERSHIP



Q: What is your current annual base salary (excluding additional income and bonus money)?

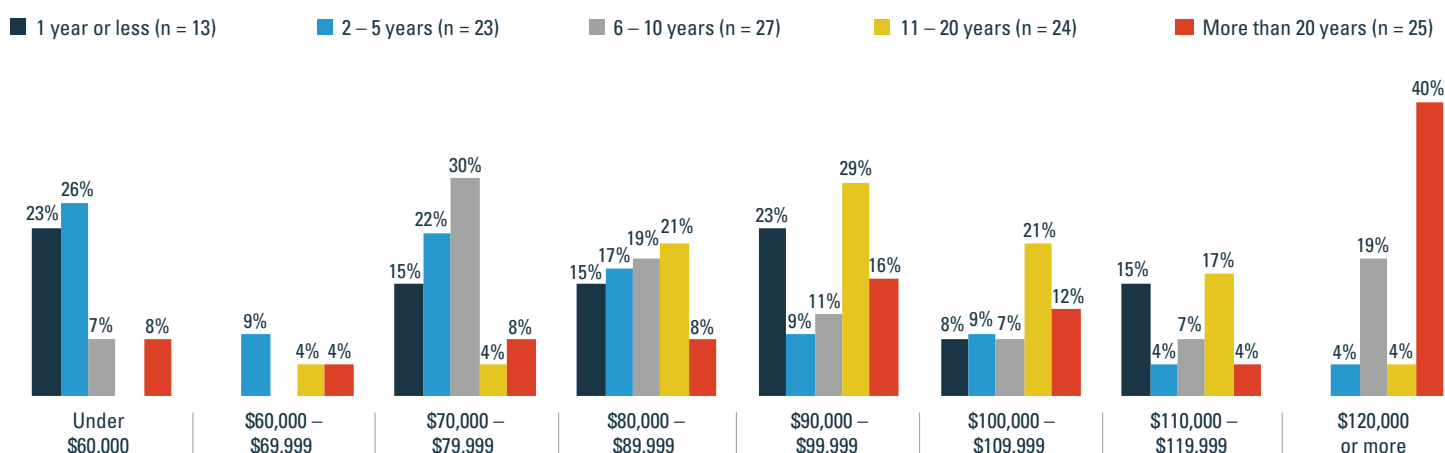
Q: How many years have you worked in a management or leadership position in nursing?

distribution by YEARS

Figures 2.12 through 2.15 offer a more detailed look at how years of experience affect salaries for various job levels within nursing leadership. The following charts break down salary by years of experience for different job titles. Some key findings from figures 2.12 through 2.15 include:

- + The vast majority of clinical-level respondents earn less than \$120,000 per year regardless of experience.
- + Thirty-five percent of managers with 11 to 20 years of experience and 43 percent of managers with more than 20 years of experience report a salary of \$120,000 per year or greater.
- + Seventy-six percent of directors with 11 to 20 years of experience and 76 percent of directors with more than 20 years of experience report a salary greater than \$120,000 per year. Twenty-nine percent of the most experienced directors (more than 20 years) report salaries greater than \$160,000 per year.
- + Most C-suite executives have more than 20 years of experience in nursing leadership. Among executives with more than 20 years of experience, 53 percent report a salary greater than \$200,000 per year, compared to 35 percent of C-suite executives with 11 to 20 years of experience.

FIGURE 2.12: SALARY DISTRIBUTION BY YEARS OF EXPERIENCE IN NURSING LEADERSHIP: CLINICAL STAFF<sup>15</sup>



Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: How many years have you worked in a management or leadership position in nursing?

Q: Which of the following best describes your current position or title? Please select all that apply.

<sup>15</sup> This is a “multiple select” question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100 percent.

FIGURE 2.13: SALARY DISTRIBUTION BY YEARS OF EXPERIENCE IN NURSING LEADERSHIP: MANAGER<sup>16</sup>

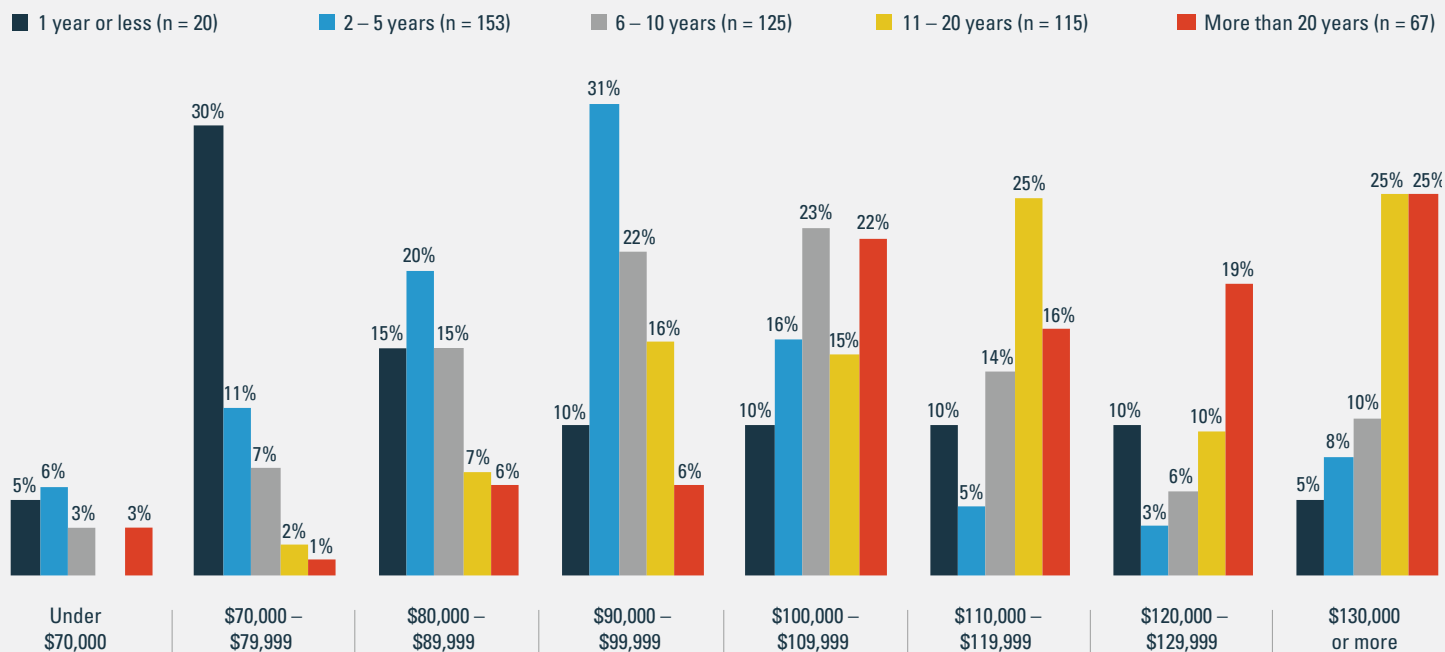
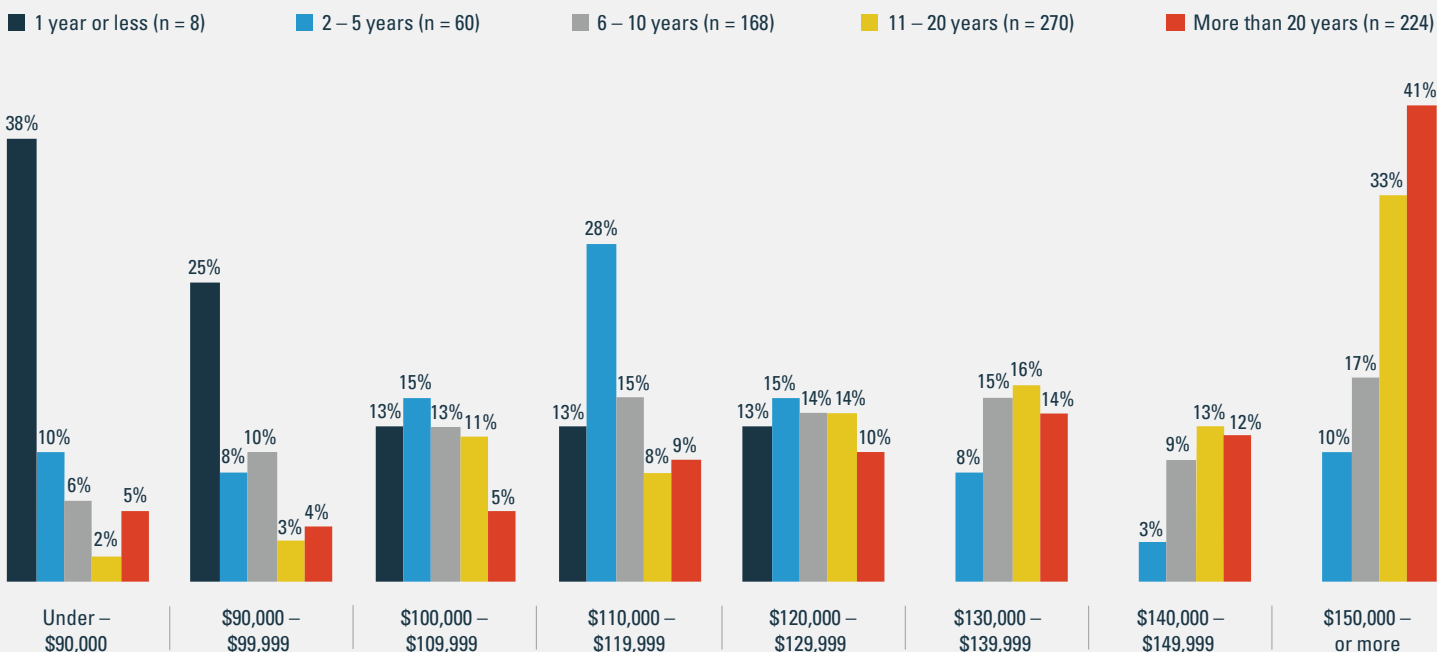
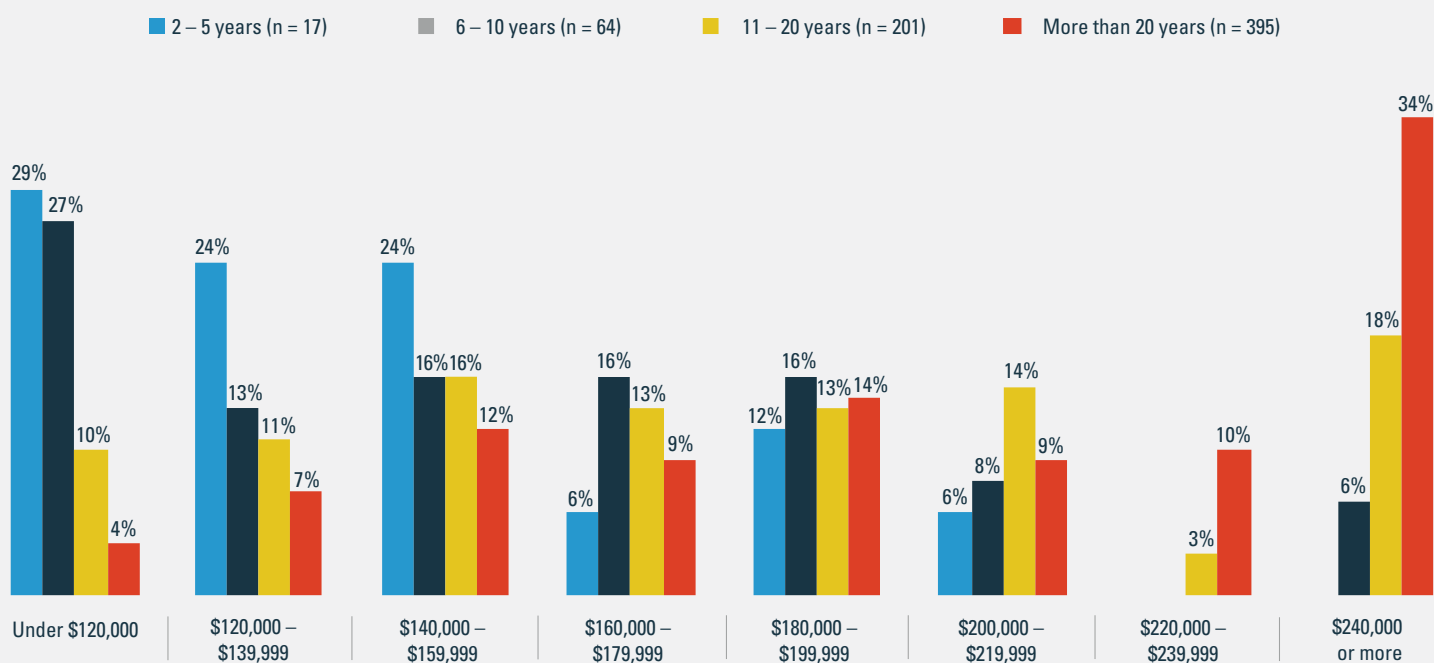


FIGURE 2.14: SALARY DISTRIBUTION BY YEARS OF EXPERIENCE IN NURSING LEADERSHIP: DIRECTOR<sup>17</sup>



<sup>16, 17</sup> This is a “multiple select” question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100 percent.

FIGURE 2.15: SALARY DISTRIBUTION BY YEARS OF EXPERIENCE IN NURSING LEADERSHIP: C-SUITE<sup>18</sup>



Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: How many years have you worked in a management or leadership position in nursing?

Q: Which of the following best describes your current position or title? Please select all that apply.

distribution by YEARS

<sup>18</sup> This is a "multiple select" question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100 percent.

# Salary by Direct Reports

For the purposes of this survey, direct reports are defined as the total number of FTEs that fall under an individual's direct responsibility. Interestingly, employee responsibility does not correspond closely with a higher salary. For example, 57 percent of respondents who reported having six to 10 direct reports earn more than \$150,000 per year. This is compared with only 20 percent who have more than 50 direct reports (Figure 2.16). This probably reflects C-suite executives with a greater span of control and related higher salary, but fewer direct FTEs.

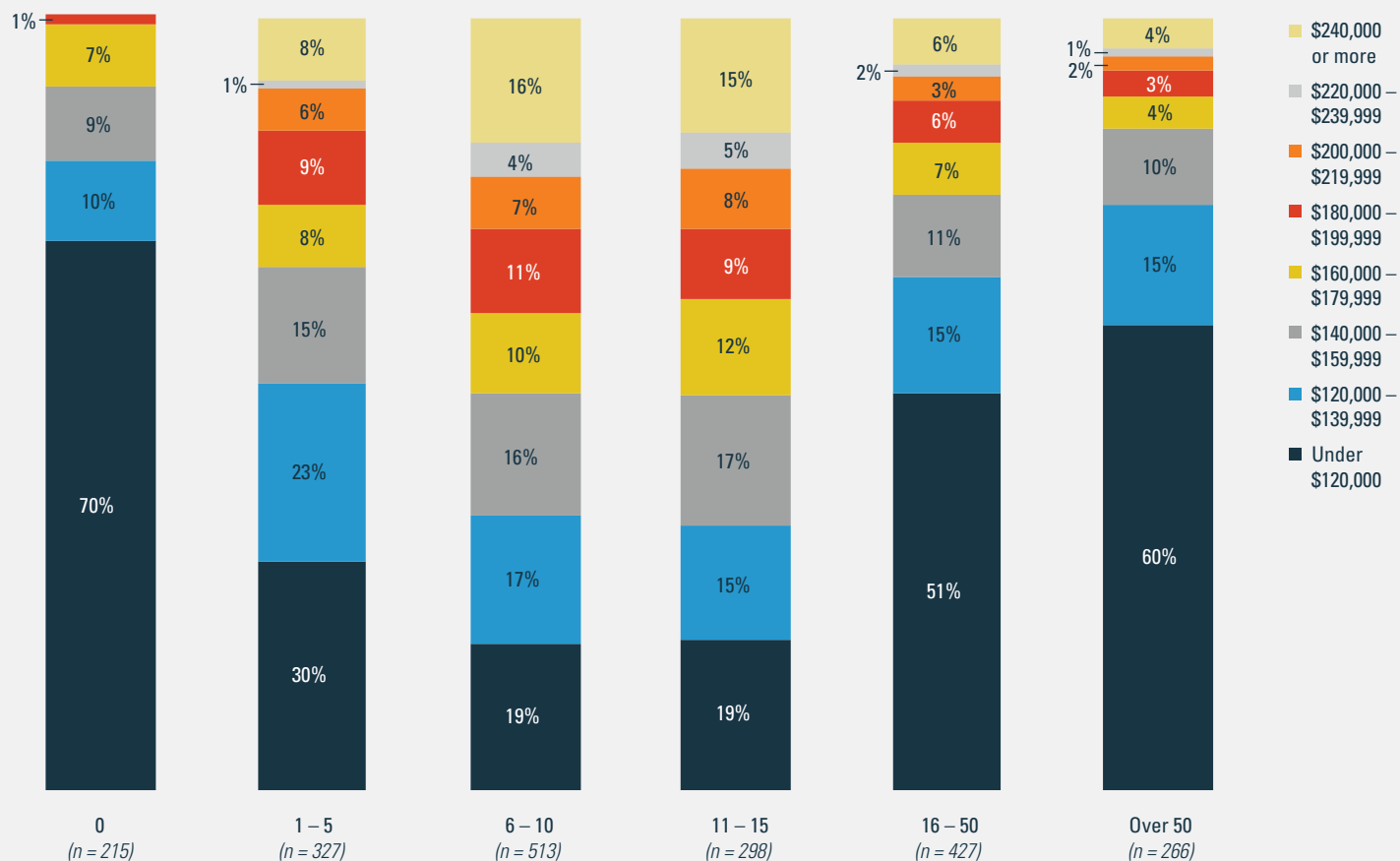
**FIGURE 2.16: SALARY DISTRIBUTION BY NUMBER OF DIRECTLY SUPERVISED FTEs**

	0	1 - 5	6 - 10	11 - 15	16 - 50	Over 50
Under \$60,000	10%	0%	0%	0%	0%	0%
\$60,000 - \$69,999	5%	0%	0%	1%	2%	1%
\$70,000 - \$79,999	10%	2%	1%	2%	4%	5%
\$80,000 - \$89,999	14%	3%	1%	3%	8%	10%
\$90,000 - \$99,999	10%	6%	3%	2%	15%	13%
\$100,000 - \$109,999	12%	11%	5%	5%	11%	18%
\$110,000 - \$119,999	10%	7%	8%	7%	10%	13%
\$120,000 - \$129,999	7%	11%	8%	6%	9%	8%
\$130,000 - \$139,999	3%	12%	8%	8%	7%	8%
\$140,000 - \$149,999	4%	9%	7%	11%	4%	6%
\$150,000 - \$159,999	6%	6%	9%	6%	6%	4%
\$160,000 - \$169,999	3%	3%	6%	9%	4%	2%
\$170,000 - \$179,999	4%	5%	4%	4%	2%	2%
\$180,000 - \$189,999	0%	6%	6%	4%	3%	2%
\$190,000 - \$199,999	1%	4%	5%	5%	2%	2%
\$200,000 - \$209,999	0%	4%	5%	4%	2%	1%
\$210,000 - \$219,999	0%	1%	2%	4%	1%	1%
\$220,000 - \$229,999	0%	0%	2%	4%	1%	1%
\$230,000 - \$239,999	0%	1%	2%	1%	0%	0%
\$240,000 - \$249,999	0%	1%	3%	2%	1%	1%
\$250,000 or more	0%	7%	13%	13%	5%	3%
Unsure	0%	0%	0%	0%	0%	0%
Prefer not to answer	1%	0%	0%	0%	0%	1%
n	215	327	513	298	427	266

Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: Please indicate the total number of FTEs reporting directly to you.

FIGURE 2.17: SALARY DISTRIBUTION BY NUMBER OF DIRECTLY SUPERVISED FTES



Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: Please indicate the total number of FTEs reporting directly to you.

distribution by FTES

# Salary by Span of Control

For the purposes of this study, span of control is the number of employees who eventually report up to a single position. It is measured by the number of employees, as opposed to FTEs. Nurse leaders who have a span of control for a large number of employees tend to command higher salaries than those whose span is smaller. Further, nurse leaders whose span of control exceeds 250 employees are likely to command the highest salaries (Figure 2.18).

- + Those with a span of control greater than 250 are most likely (69%) to earn more than \$160,000 per year. In contrast, only 7 percent of respondents with a span of control of zero report a salary in the same range.
- + Those with a span of control of zero are most likely (41%) to earn less than \$100,000 per year.
- + Respondents with a span of control between 16 and 50 are more likely to earn a higher salary than respondents with a span of control between 51 and 250. Forty-one percent of respondents whose span of control is between 16 and 50 report a salary of \$150,000 or greater; compared with 30 percent of respondents with a span of control between 51 and 250.

FIGURE 2.18: SALARY DISTRIBUTION BY SPAN OF CONTROL

	0	1-15	16-50	51-250	Over 250
Under \$60,000	3%	3%	1%	0%	0%
\$60,000 - \$69,999	3%	3%	1%	0%	0%
\$70,000 - \$79,999	8%	6%	2%	1%	0%
\$80,000 - \$89,999	12%	4%	6%	2%	0%
\$90,000 - \$99,999	15%	12%	5%	5%	1%
\$100,000 - \$109,999	14%	8%	13%	10%	1%
\$110,000 - \$119,999	14%	9%	7%	12%	3%
\$120,000 - \$129,999	8%	6%	8%	14%	5%
\$130,000 - \$139,999	5%	7%	9%	13%	6%
\$140,000 - \$149,999	5%	6%	6%	11%	7%
\$150,000 - \$159,999	3%	6%	6%	10%	8%
\$160,000 - \$169,999	2%	4%	5%	4%	9%
\$170,000 - \$179,999	3%	3%	4%	5%	5%
\$180,000 - \$189,999	1%	7%	6%	2%	7%
\$190,000 - \$199,999	1%	2%	1%	2%	8%
\$200,000 - \$209,999	0%	3%	3%	3%	7%
\$210,000 - \$219,999	0%	0%	1%	1%	3%
\$220,000 - \$229,999	0%	1%	4%	0%	4%
\$230,000 - \$239,999	0%	1%	1%	0%	3%
\$240,000 - \$249,999	0%	1%	2%	0%	4%
\$250,000 or more	0%	9%	8%	3%	19%
Unsure	0%	0%	1%	0%	0%
Prefer not to answer	0%	0%	1%	0%	0%
n	469	224	159	411	538

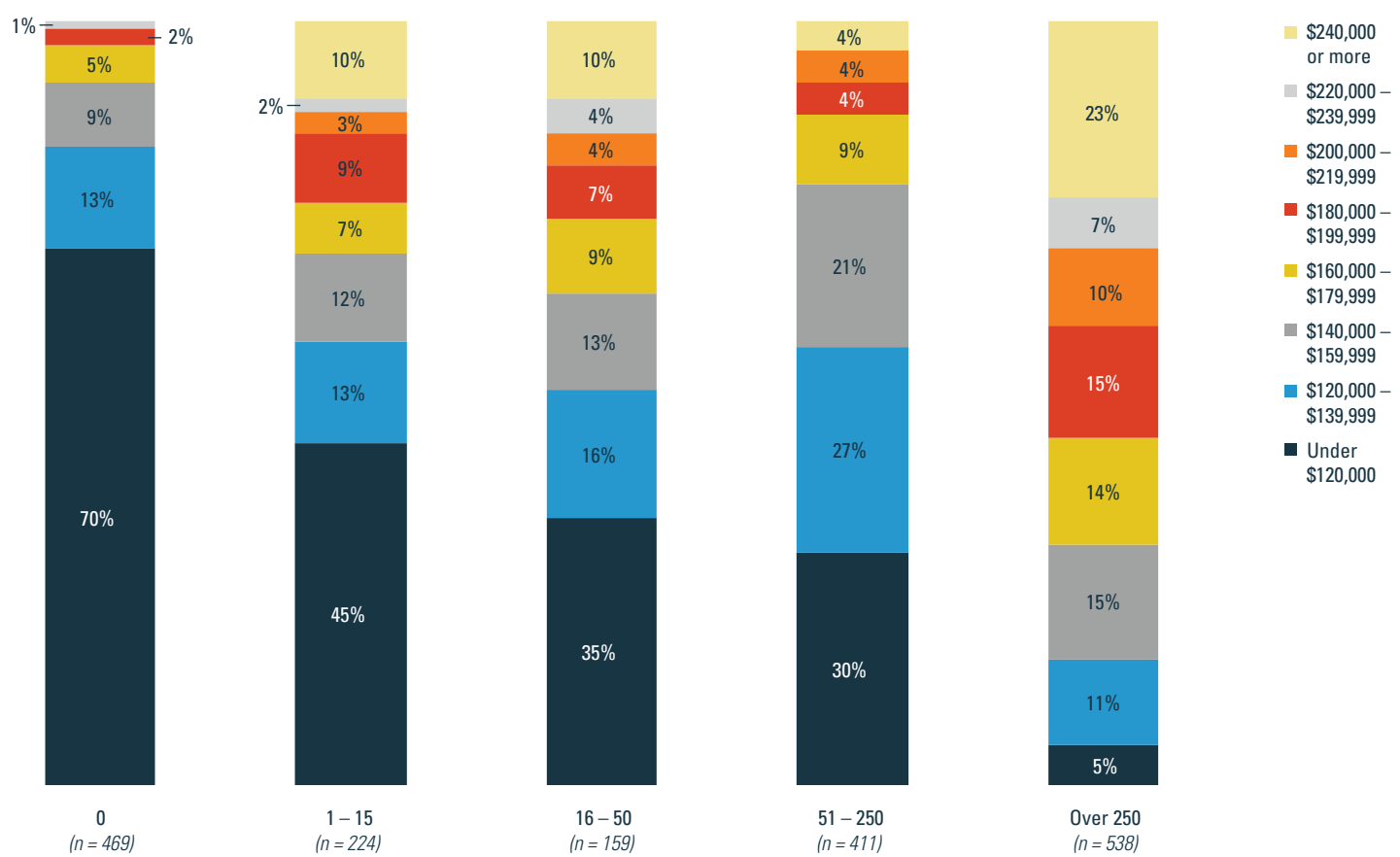
Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: Please indicate the total number of employees reporting directly to you.



Figure 2.19 further illustrates the relationship between a nurse leader’s span of control and his/her earnings. Interestingly, while those with a span of control of more than 250 employees have more variation in their salaries, other levels of span of control are not as likely to have salary variation. Respondents with a span of control of 51 to 250 employees are more likely to earn \$120,000 or more per year than are respondents with a span of control of 50 employees or less.

FIGURE 2.19: SALARY DISTRIBUTION BY SPAN OF CONTROL



Q: What is your current annual base salary (excluding additional income and bonus money)?  
Q: Please indicate the total number of employees reporting directly to you.

# Salary by Number of Departments/Services Reporting

Nurse leaders with responsibility for a greater number of departments or services (e.g., surgical, case management, etc.) tend to earn more than those who do not have the same breadth of responsibility.

- + Nurse leaders with responsibility for four or fewer departments/services are most likely to earn between \$100,000 and \$140,000 per year.
- + Those with responsibility for all nursing services are most likely (57%) to earn more than \$160,000 per year.
- + Those with responsibility for no departments or nursing services are most likely (29%) to earn less than \$90,000 per year.

**FIGURE 2.20: SALARY DISTRIBUTION BY NUMBER OF DEPARTMENT/SERVICES REPORTING TO RESPONDENT**

	0	1	2–4	5 or more	All services
Under \$60,000	8%	1%	0%	2%	0%
\$60,000 - \$69,999	3%	2%	1%	—	1%
\$70,000 - \$79,999	7%	4%	2%	1%	2%
\$80,000 - \$89,999	11%	8%	4%	1%	3%
\$90,000 - \$99,999	11%	13%	9%	2%	3%
\$100,000 - \$109,999	14%	15%	11%	5%	5%
\$110,000 - \$119,999	7%	13%	11%	8%	5%
\$120,000 - \$129,999	8%	11%	10%	6%	5%
\$130,000 - \$139,999	3%	9%	11%	10%	5%
\$140,000 - \$149,999	6%	6%	9%	8%	6%
\$150,000 - \$159,999	5%	3%	9%	10%	8%
\$160,000 - \$169,999	3%	3%	5%	10%	5%
\$170,000 - \$179,999	5%	3%	4%	3%	4%
\$180,000 - \$189,999	2%	3%	3%	5%	6%
\$190,000 - \$199,999	2%	1%	4%	2%	6%
\$200,000 - \$209,999	1%	2%	1%	6%	5%
\$210,000 - \$219,999	1%	1%	0%	2%	3%
\$220,000 - \$229,999	—	0%	1%	3%	4%
\$230,000 - \$239,999	—	0%	1%	3%	2%
\$240,000 - \$249,999	—	1%	0%	1%	4%
\$250,000 or more	3%	1%	2%	11%	18%
Unsure	—	—	—	—	0%
Prefer not to answer	1%	0%	0%	—	0%
n	160	556	489	93	675

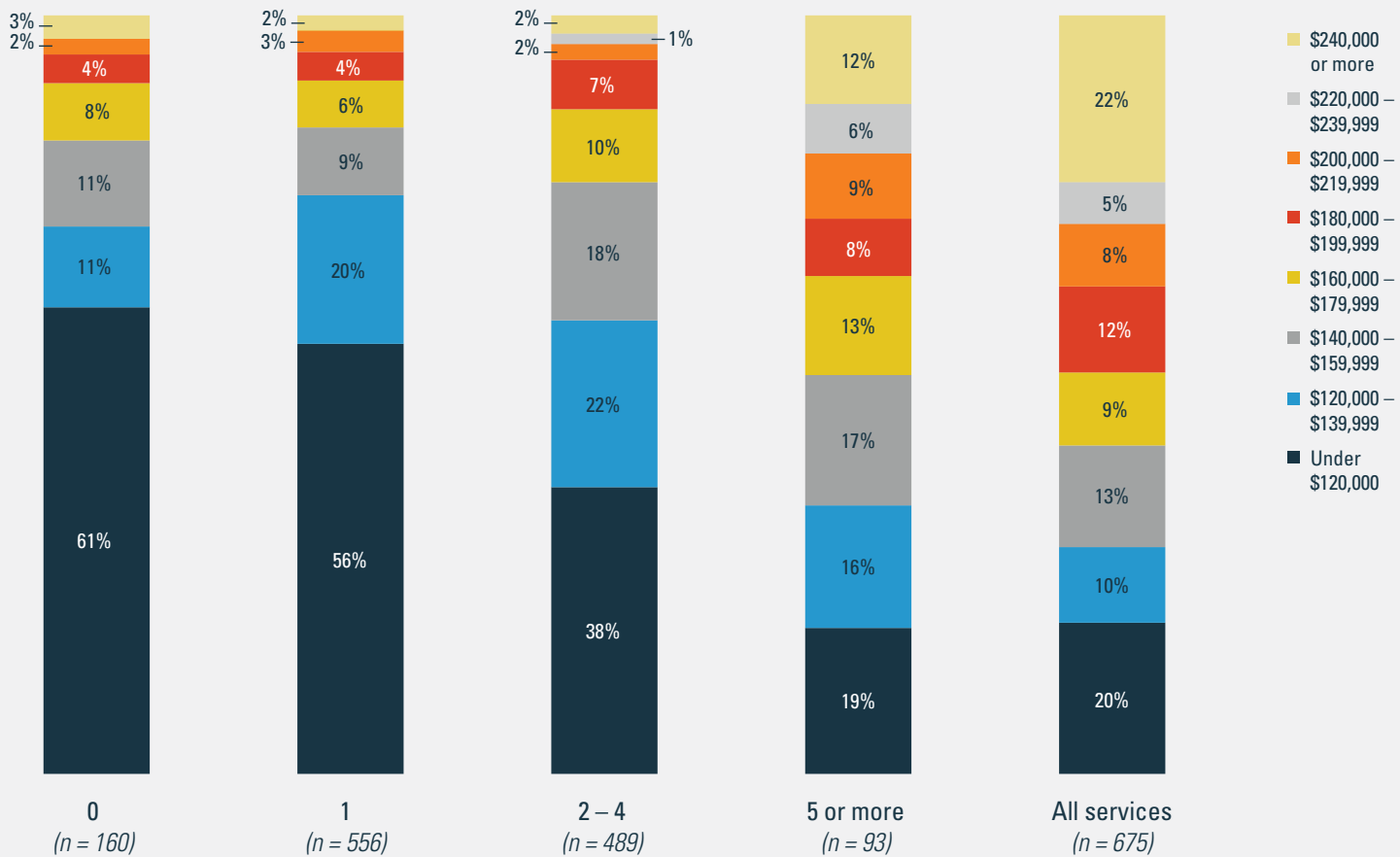
Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: What departments/services report directly to you as well as to those under the chain of command of your employees (i.e., your “span of control”)? Please select all that apply.

Figures 2.20 and 2.21 illustrate the relationship between department or service responsibility and salary. The more departments a nurse manager oversees, the greater his or her salary is likely to be. Survey results showed nearly twice as many respondents responsible for just two to four departments or services made under \$120,000 when compared with those overseeing five or more.

When evaluating the data by service line, there is little discernible difference between salary levels of respondents whose supervision includes certain departments compared with others (Figure 2.22).

FIGURE 2.21: SALARY DISTRIBUTION BY NUMBER OF SERVICES REPORTING TO RESPONDENT



Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: What departments/services report directly to you as well as to those under the chain of command of your employees (i.e., your “span of control”)? Please select all that apply.

**FIGURE 2.22: SALARY DISTRIBUTION BY TYPE OF DEPARTMENT/SERVICE<sup>19</sup>**

	All nursing services	Anesthesia	Case management	Clinical laboratory	Community/population health	Dietary/food and nutrition services	Education	Environmental services	Home health	Human resources
Under \$60,000	0%	—	0%	1%	—	—	—	2%	1%	—
\$60,000 - \$69,999	1%	—	0%	—	—	—	1%	—	—	5%
\$70,000 - \$79,999	2%	1%	3%	2%	3%	4%	1%	2%	1%	—
\$80,000 - \$89,999	3%	1%	5%	2%	2%	3%	2%	4%	2%	—
\$90,000 - \$99,999	3%	2%	2%	2%	2%	1%	3%	—	—	—
\$100,000 - \$109,999	5%	2%	4%	2%	5%	6%	5%	2%	3%	5%
\$110,000 - \$119,999	5%	5%	6%	8%	4%	5%	5%	7%	1%	16%
\$120,000 - \$129,999	5%	8%	7%	6%	5%	10%	6%	4%	5%	—
\$130,000 - \$139,999	5%	5%	6%	7%	6%	3%	5%	4%	6%	5%
\$140,000 - \$149,999	6%	8%	5%	6%	4%	4%	8%	—	7%	—
\$150,000 - \$159,999	8%	10%	7%	8%	10%	7%	9%	9%	9%	5%
\$160,000 - \$169,999	5%	7%	4%	3%	4%	2%	6%	2%	5%	5%
\$170,000 - \$179,999	4%	4%	3%	5%	2%	4%	4%	5%	1%	—
\$180,000 - \$189,999	6%	7%	5%	8%	5%	7%	5%	7%	7%	5%
\$190,000 - \$199,999	6%	7%	5%	4%	—	5%	5%	2%	3%	—
\$200,000 - \$209,999	5%	5%	5%	5%	6%	5%	5%	7%	6%	—
\$210,000 - \$219,999	3%	4%	2%	6%	5%	2%	3%	4%	2%	—
\$220,000 - \$229,999	4%	2%	4%	2%	4%	2%	4%	4%	5%	5%
\$230,000 - \$239,999	2%	2%	0%	1%	2%	1%	2%	—	3%	—
\$240,000 - \$249,999	4%	3%	5%	6%	3%	1%	3%	—	4%	—
\$250,000 or more	18%	15%	21%	18%	24%	30%	18%	36%	30%	47%
Unsure	0%	—	—	—	—	—	—	—	—	—
Prefer not to answer	0%	—	—	—	—	—	—	—	—	—
n	675	164	284	125	93	103	492	55	101	19

continued >>

Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: What departments/services report directly to you as well as to those under the chain of command of your employees (i.e., your “span of control”)? Please select all that apply.

<sup>19</sup> This is a “multiple select” question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100 percent.

**FIGURE 2.22: SALARY DISTRIBUTION BY TYPE OF DEPARTMENT/SERVICE (CONTINUED)**

	Informatics	Inpatient nursing unit(s)	Medical service lines	Oncology services	Orthopedic services	Outpatient/ ambulatory	Pastoral	Pediatrics	Pharmacy	Physician practices
Under \$60,000	—	1%	0%	1%	—	0%	—	1%	0%	—
\$60,000 - \$69,999	—	1%	0%	—	—	1%	1%	0%	0%	2%
\$70,000 - \$79,999	1%	3%	2%	1%	1%	2%	2%	2%	1%	3%
\$80,000 - \$89,999	1%	4%	1%	2%	1%	3%	—	2%	1%	6%
\$90,000 - \$99,999	1%	6%	1%	2%	2%	4%	1%	3%	0%	—
\$100,000 - \$109,999	3%	8%	5%	4%	3%	6%	2%	3%	2%	5%
\$110,000 - \$119,999	7%	8%	5%	4%	5%	8%	2%	5%	8%	8%
\$120,000 - \$129,999	4%	7%	7%	7%	5%	9%	3%	3%	5%	5%
\$130,000 - \$139,999	8%	7%	8%	6%	5%	7%	4%	6%	5%	8%
\$140,000 - \$149,999	5%	7%	4%	4%	4%	6%	3%	6%	5%	6%
\$150,000 - \$159,999	8%	8%	6%	9%	7%	9%	5%	8%	10%	6%
\$160,000 - \$169,999	4%	5%	9%	5%	7%	6%	3%	6%	4%	8%
\$170,000 - \$179,999	5%	4%	3%	3%	2%	4%	2%	5%	4%	3%
\$180,000 - \$189,999	10%	5%	8%	7%	8%	5%	7%	6%	8%	5%
\$190,000 - \$199,999	5%	4%	5%	7%	7%	4%	2%	7%	3%	3%
\$200,000 - \$209,999	5%	4%	5%	5%	7%	4%	1%	5%	6%	8%
\$210,000 - \$219,999	3%	2%	3%	2%	4%	2%	4%	3%	3%	3%
\$220,000 - \$229,999	4%	3%	4%	5%	5%	2%	9%	3%	6%	5%
\$230,000 - \$239,999	1%	2%	3%	3%	3%	1%	2%	3%	1%	—
\$240,000 - \$249,999	3%	2%	4%	4%	5%	3%	7%	5%	6%	2%
\$250,000 or more	24%	11%	16%	19%	20%	13%	37%	17%	20%	16%
Unsure	—	—	—	—	—	—	—	—	—	—
Prefer not to answer	—	0%	0%	—	—	0%	—	—	0%	—
n	153	978	291	297	281	424	94	346	224	64

continued >>

Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: What departments/services report directly to you as well as to those under the chain of command of your employees (i.e., your “span of control”)? Please select all that apply.

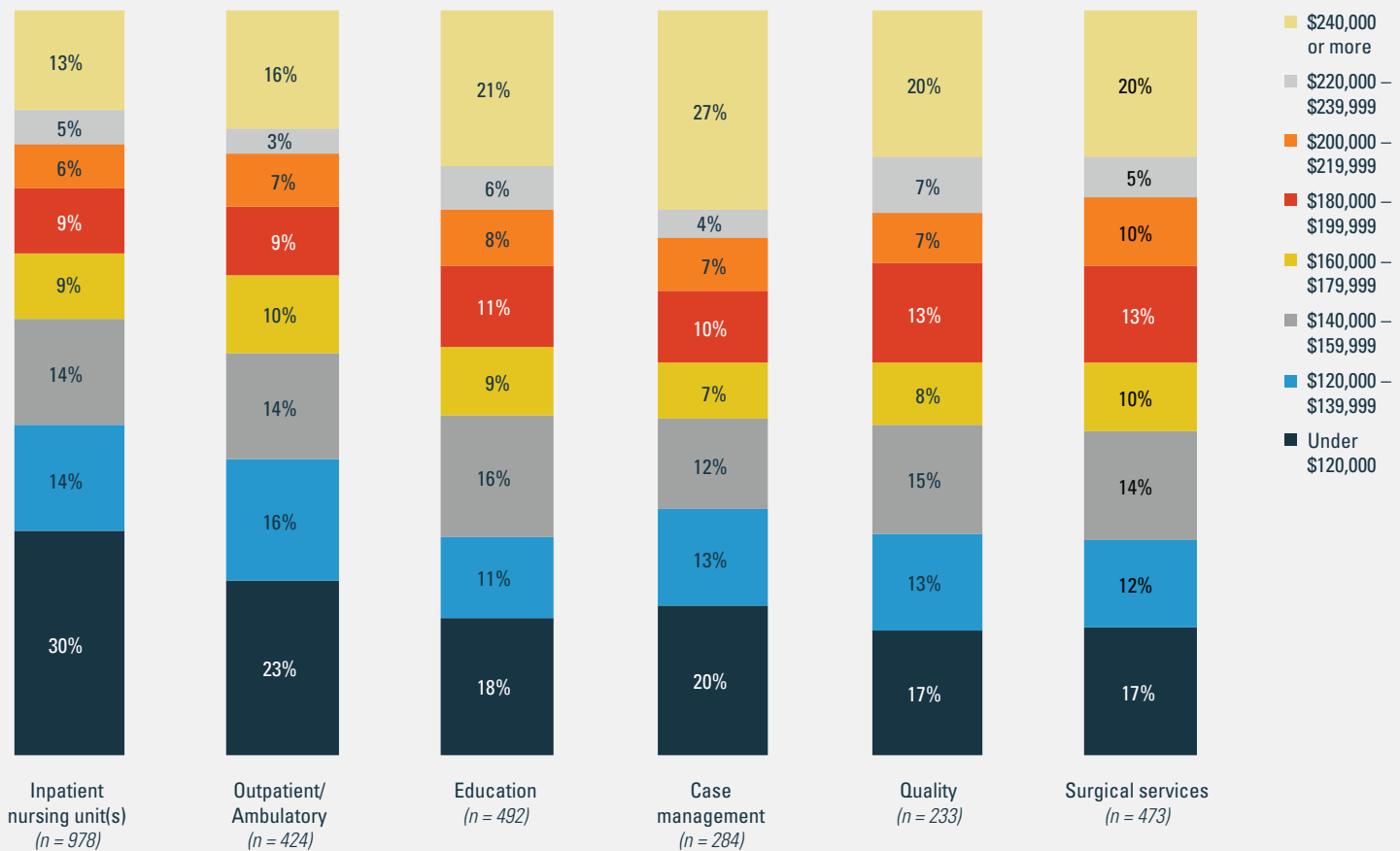
**FIGURE 2.22: SALARY DISTRIBUTION BY TYPE OF DEPARTMENT/SERVICE (CONTINUED)**

	Profes- sional practice	Psychiatric services	Quality	Radiology	Regulatory/ compliance	Rehabil- itation services	Research	Risk man- age- ment	Surgical services	Volunteer services	Women's health
Under \$60,000	—	1%	—	1%	—	—	—	1%	0%	—	0%
\$60,000 - \$69,999	0%	1%	—	1%	—	—	—	—	1%	2%	—
\$70,000 - \$79,999	—	1%	2%	2%	1%	2%	—	2%	1%	2%	1%
\$80,000 - \$89,999	1%	1%	2%	2%	3%	2%	—	2%	3%	—	1%
\$90,000 - \$99,999	1%	1%	1%	3%	1%	1%	2%	2%	3%	—	2%
\$100,000 - \$109,999	2%	2%	6%	4%	4%	5%	—	6%	4%	4%	5%
\$110,000 - \$119,999	7%	4%	6%	5%	6%	5%	10%	10%	5%	4%	5%
\$120,000 - \$129,999	3%	3%	6%	5%	7%	6%	5%	6%	6%	4%	2%
\$130,000 - \$139,999	5%	3%	7%	8%	7%	6%	3%	6%	6%	2%	7%
\$140,000 - \$149,999	5%	9%	5%	6%	3%	5%	3%	4%	5%	2%	7%
\$150,000 - \$159,999	7%	5%	9%	11%	12%	7%	8%	13%	9%	11%	8%
\$160,000 - \$169,999	4%	5%	4%	4%	5%	5%	5%	3%	5%	4%	6%
\$170,000 - \$179,999	5%	2%	4%	7%	6%	4%	7%	5%	4%	2%	3%
\$180,000 - \$189,999	5%	5%	7%	8%	5%	9%	6%	6%	7%	4%	8%
\$190,000 - \$199,999	7%	6%	6%	5%	8%	6%	9%	5%	5%	4%	5%
\$200,000 - \$209,999	5%	7%	4%	5%	3%	4%	3%	4%	6%	5%	7%
\$210,000 - \$219,999	3%	4%	3%	3%	3%	3%	2%	3%	3%	2%	3%
\$220,000 - \$229,999	3%	5%	5%	3%	5%	6%	2%	6%	3%	4%	4%
\$230,000 - \$239,999	2%	3%	3%	1%	1%	2%	3%	2%	2%	—	3%
\$240,000 - \$249,999	7%	8%	3%	3%	2%	4%	4%	3%	4%	2%	5%
\$250,000 or more	27%	24%	17%	15%	18%	18%	30%	10%	16%	45%	18%
Unsure	—	—	—	—	—	—	—	—	—	—	—
Prefer not to answer	—	—	0%	—	1%	1%	1%	1%	—	—	—
n	243	173	233	131	143	187	104	116	473	55	419

Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: What departments/services report directly to you as well as to those under the chain of command of your employees (i.e., your “span of control”)? Please select all that apply.

FIGURE 2.23 SALARY DISTRIBUTION BY RESPONSIBILITY OVER SERVICE LINES<sup>20</sup>



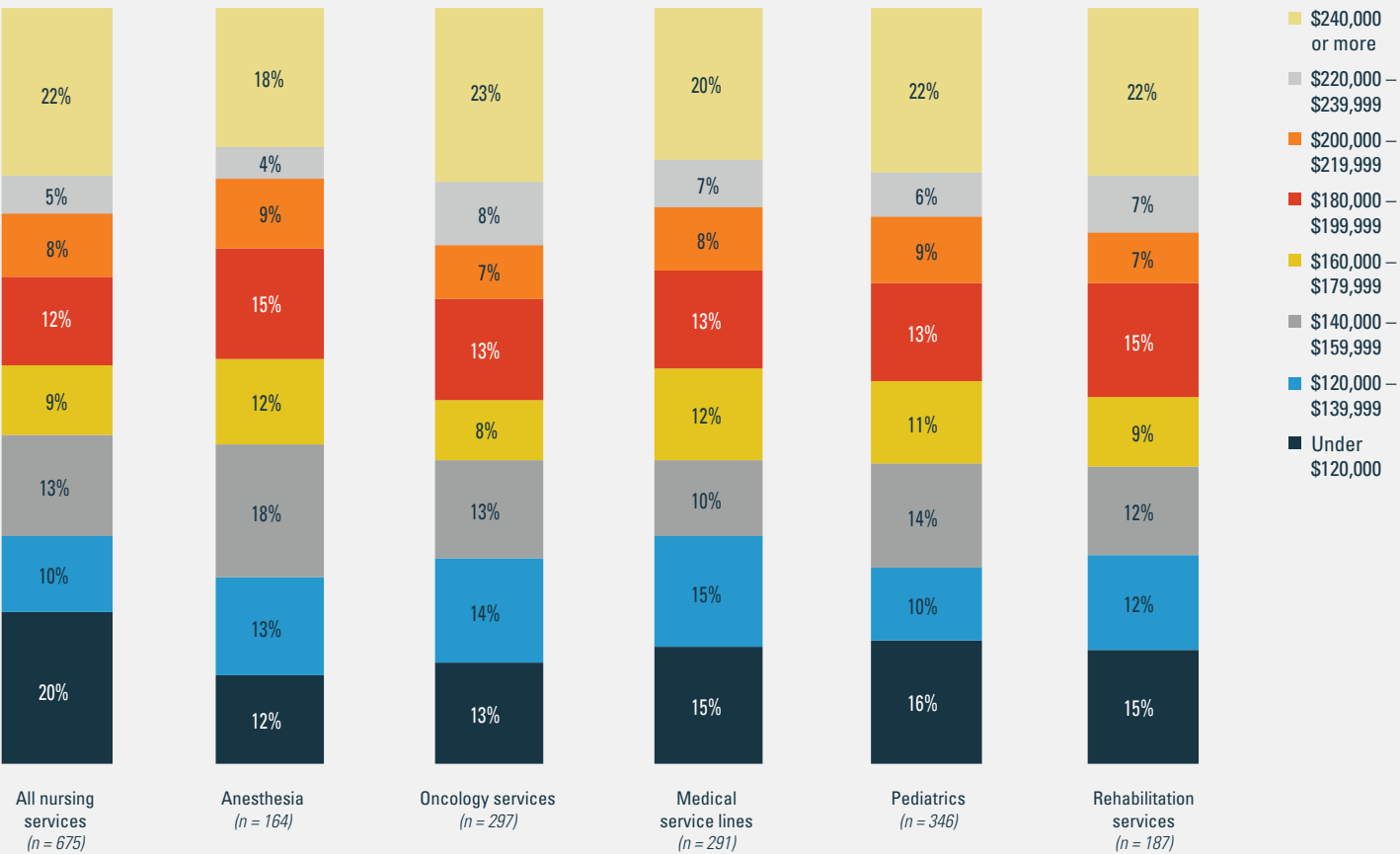
continued >>

- Q: What is your current annual base salary (excluding additional income and bonus money)?
- Q: What departments/services report directly to you as well as to those under the chain of command of your employees (i.e., your “span of control”)? Please select all that apply.

# distribution by SERVICE LINES

<sup>20</sup> This is a “multiple select” question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100 percent.

FIGURE 2.23 SALARY DISTRIBUTION BY RESPONSIBILITY OVER SERVICE LINES (CONTINUED)

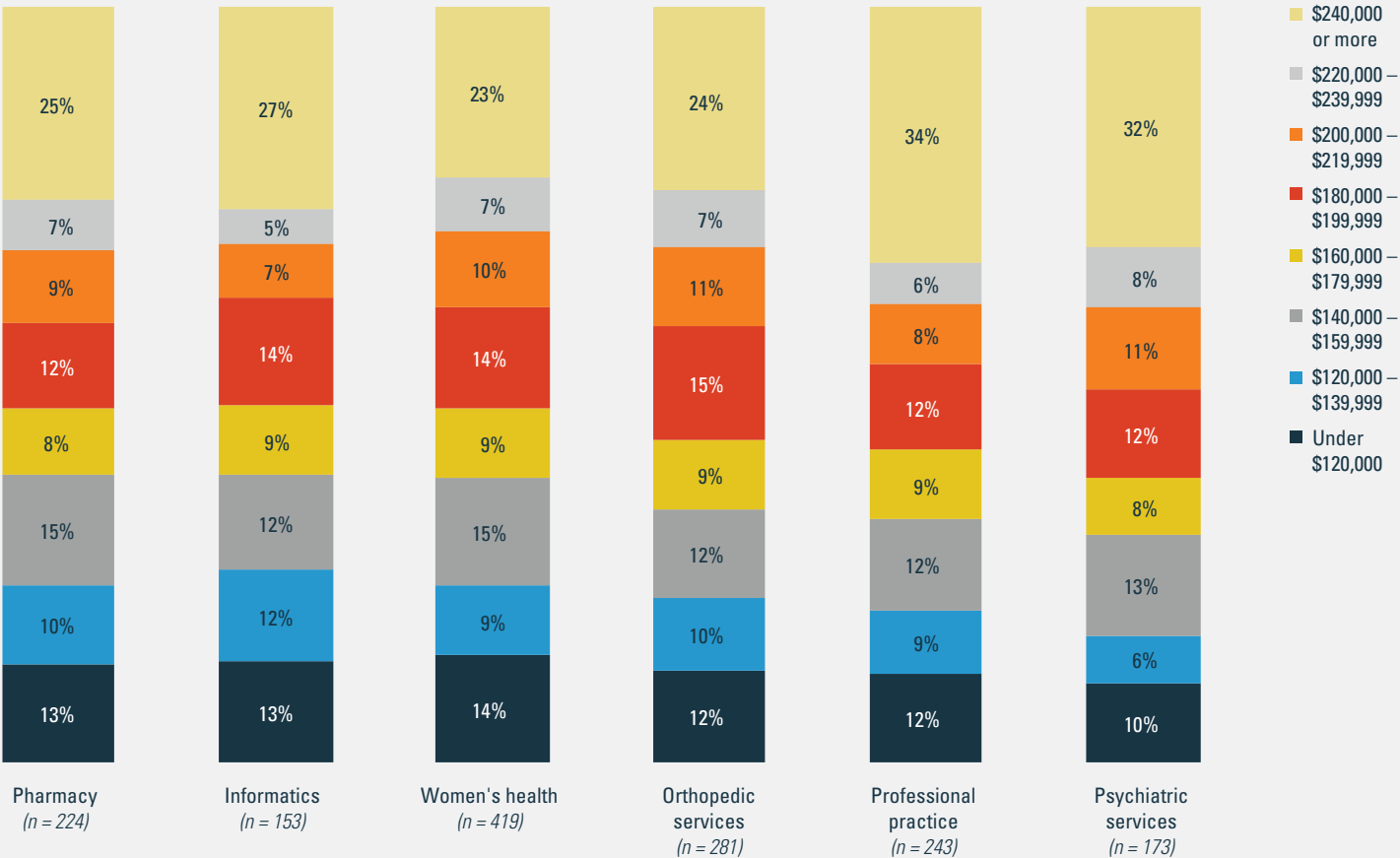


continued >>

- Q: What is your current annual base salary (excluding additional income and bonus money)?
- Q: What departments/services report directly to you as well as to those under the chain of command of your employees (i.e., your “span of control”)? Please select all that apply.



FIGURE 2.23 SALARY DISTRIBUTION BY RESPONSIBILITY OVER SERVICE LINES (CONTINUED)



Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: What departments/services report directly to you as well as to those under the chain of command of your employees (i.e., your “span of control”)? Please select all that apply.

# Salary by Gender and Ethnicity

Nurse leader salaries do not vary significantly by gender (Figure 2.24). All else being equal, men and women can expect to earn about the same income. This holds true not only for the average range of salaries, but also for the low and high ends of the spectrum (Figure 2.24). While the salary gap between men and women is well documented across the general workforce as a whole (women usually earn 78 percent of what men earn<sup>21</sup>), this trend is not supported by the respondent data for nurse leadership positions.

Figure 2.25 illustrates nurse leader salaries in a line graph format according to gender. The graph maps out salaries at each range represented in the survey, starting at less than \$60,000 per year and extending to \$250,000 or more per year. The curves representing male (220 respondents) and female (1,751 respondents) salaries follow nearly the same trajectory for all salary points; this close correlation suggests gender does not play a role in determining compensation.

FIGURE 2.24: SALARY DISTRIBUTION BY GENDER

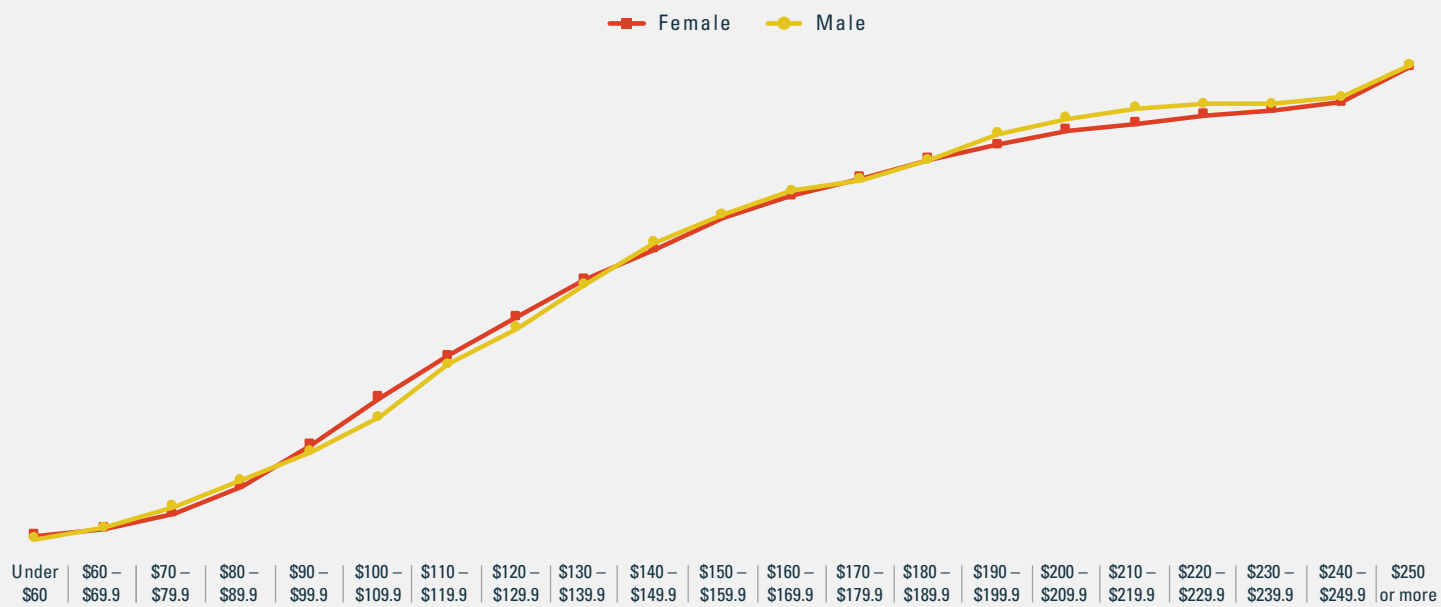
	Female	Male
Under \$60,000	2%	1%
\$60,000 - \$69,999	1%	2%
\$70,000 - \$79,999	3%	5%
\$80,000 - \$89,999	6%	5%
\$90,000 - \$99,999	9%	6%
\$100,000 - \$109,999	10%	7%
\$110,000 - \$119,999	9%	11%
\$120,000 - \$129,999	8%	8%
\$130,000 - \$139,999	8%	9%
\$140,000 - \$149,999	6%	9%
\$150,000 - \$159,999	7%	6%
\$160,000 - \$169,999	5%	5%
\$170,000 - \$179,999	4%	2%
\$180,000 - \$189,999	4%	4%
\$190,000 - \$199,999	3%	5%
\$200,000 - \$209,999	3%	3%
\$210,000 - \$219,999	1%	2%
\$220,000 - \$229,999	2%	1%
\$230,000 - \$239,999	1%	—
\$240,000 - \$249,999	2%	1%
\$250,000 or more	7%	7%
Unsure	0%	—
Prefer not to answer	0%	—
n	1751	220

Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: Please select the gender with which you most closely identify.

<sup>21</sup> Gender Pay Gap: Recent Trends and Explanations, Council of Economic Advisors ([https://www.whitehouse.gov/sites/default/files/docs/equal\\_pay\\_issue\\_brief\\_final.pdf](https://www.whitehouse.gov/sites/default/files/docs/equal_pay_issue_brief_final.pdf))

FIGURE 2.25: SALARY DISTRIBUTION BY GENDER (SALARY IN 1,000S)



Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: Please select the gender with which you most closely identify.

# distribution by GENDER

Similarly, data analysis did not reveal any statistically significant differences when evaluating nurse leader salary by ethnicity. Non-white ethnicities make up about 10 percent of respondents overall; therefore evaluating responses according to each race creates small sample sizes. However, reported nurse leader salaries are consistent across all races. For example, responses are dispersed across all salary ranges for each ethnicity, and the percentage of respondents who earn between \$120,000 and \$179,999 per year range from 36 percent (Hispanic respondents) to 49 percent (Asian/Asian-American respondents). Thirty-seven percent of white/Caucasian respondents and 47 percent of African-American/black respondents report a salary in that same range.

**FIGURE 2.26: SALARY DISTRIBUTION BY RACE/ETHNICITY**

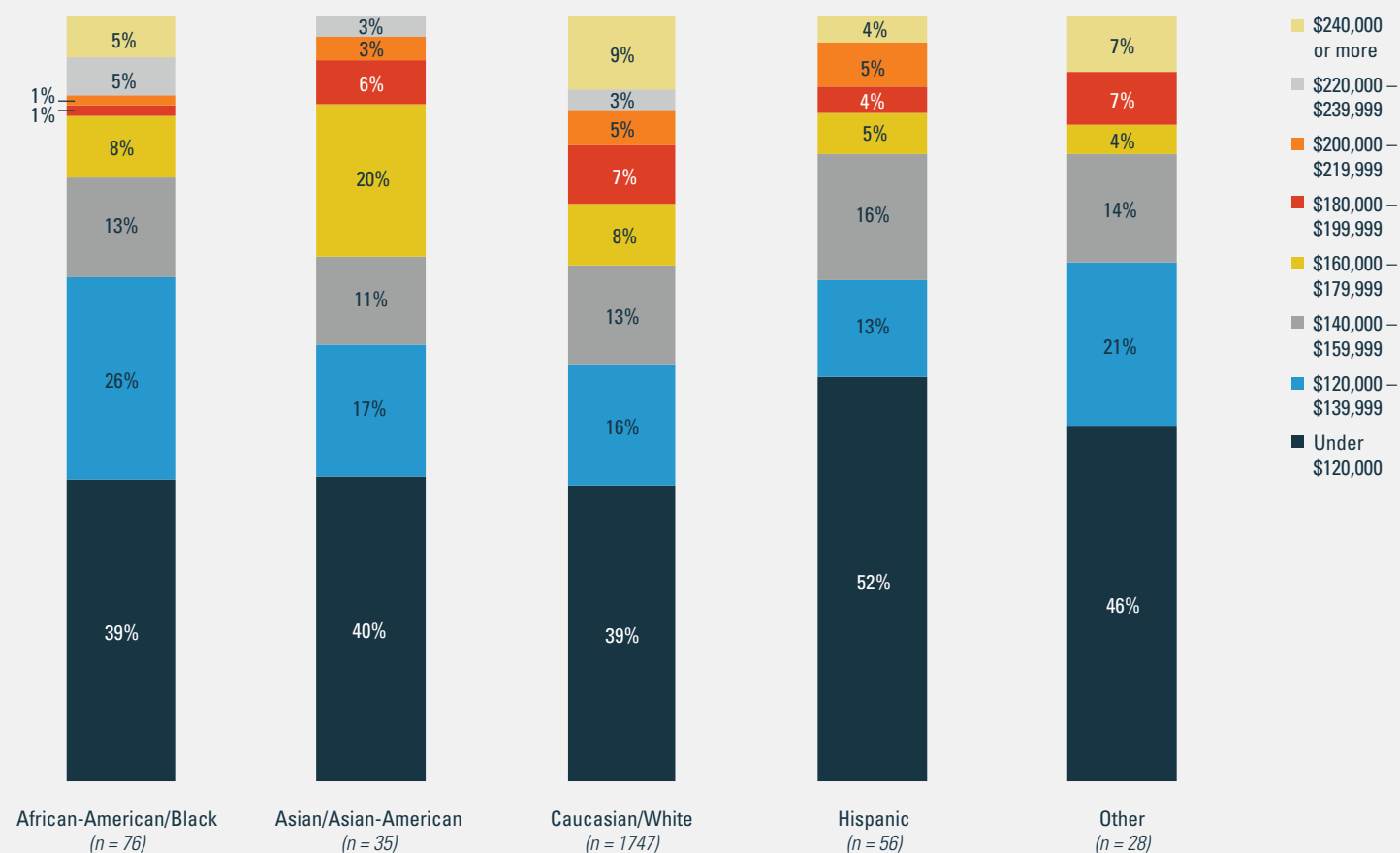
	African-American/ Black	Asian/ Asian-American	Caucasian/White	Hispanic	Other <sup>22</sup>
Under \$60,000	—	3%	1%	2%	11%
\$60,000 - \$69,999	—	—	1%	4%	4%
\$70,000 - \$79,999	3%	6%	3%	5%	—
\$80,000 - \$89,999	9%	3%	6%	5%	7%
\$90,000 - \$99,999	4%	11%	8%	13%	11%
\$100,000 - \$109,999	14%	3%	10%	14%	11%
\$110,000 - \$119,999	9%	14%	9%	9%	4%
\$120,000 - \$129,999	8%	6%	8%	9%	11%
\$130,000 - \$139,999	18%	11%	8%	4%	11%
\$140,000 - \$149,999	4%	6%	6%	7%	11%
\$150,000 - \$159,999	9%	6%	6%	9%	4%
\$160,000 - \$169,999	5%	11%	5%	2%	—
\$170,000 - \$179,999	3%	9%	4%	4%	4%
\$180,000 - \$189,999	—	3%	4%	2%	7%
\$190,000 - \$199,999	1%	3%	4%	2%	—
\$200,000 - \$209,999	1%	3%	3%	5%	—
\$210,000 - \$219,999	—	—	2%	—	—
\$220,000 - \$229,999	1%	3%	2%	—	—
\$230,000 - \$239,999	4%	—	1%	—	—
\$240,000 - \$249,999	1%	—	2%	2%	4%
\$250,000 or more	4%	—	8%	2%	4%
Unsure	—	—	0%	—	—
Prefer not to answer	—	—	0%	2%	—
n	76	35	1747	56	28

**Q: What is your current annual base salary (excluding additional income and bonus money)?**

**Q: Please indicate the race or ethnicity with which you most closely identify.**

<sup>22</sup> Due to small sample size, "other" includes Native American/Alaskan Native, Hispanic, Non-White Hispanic, Middle Eastern, Pacific Islander/Native Hawaiian, and Biracial/Multiracial.

FIGURE 2.27: SALARY DISTRIBUTION BY RACE/ETHNICITY<sup>23</sup>



Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: Please indicate the race or ethnicity with which you most closely identify.

distribution by RACE/ETHNICITY

<sup>23</sup> Due to small sample size, "other" includes Native American/Alaskan Native, Hispanic, Non-White Hispanic, Middle Eastern, Pacific Islander/Native Hawaiian, and Biracial/Multiracial.

# Salary by Education

Nurse leaders with higher education levels are more likely to earn top salaries. Survey results demonstrate graduate education may lead to an increase of salary for nurse leaders (Figure 2.28).

- + Sixty-one percent of nurse leaders who have a master's degree earn between \$100,000 and \$179,999 per year, compared with 50 percent of those with a bachelor's degree and 18 percent of those with an associate's degree.
- + Those with doctorates (47%) or master's degrees (33%) are the most likely to earn more than \$160,000 per year. Few respondents with a bachelor's (239 respondents) or an associate's degree (18 respondents) report earning more than \$160,000 per year.

**FIGURE 2.28: SALARY DISTRIBUTION BY EDUCATION**

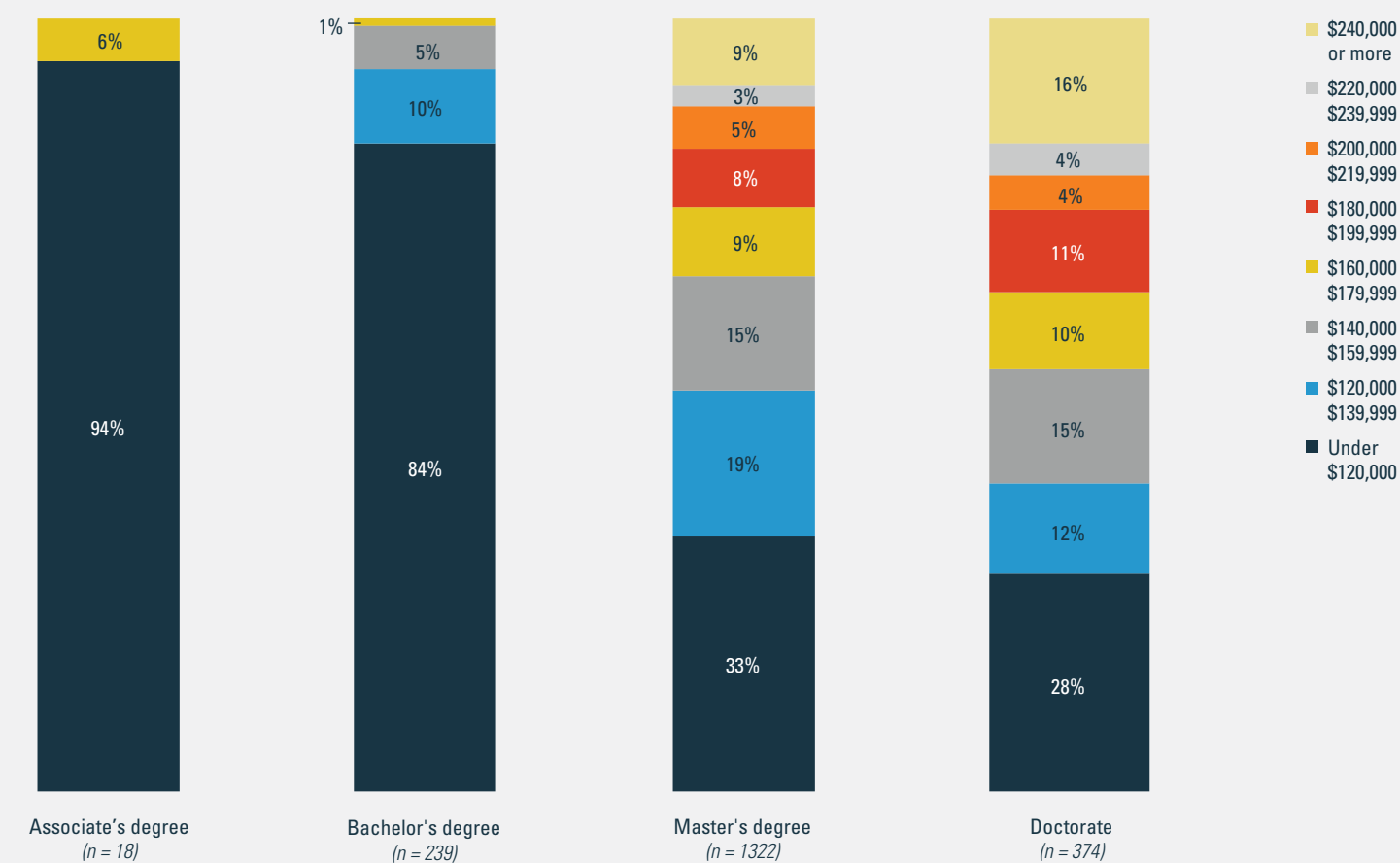
	Associate's degree	Bachelor's degree	Master's degree	Doctorate
Under \$60,000	11%	4%	1%	2%
\$60,000 - \$69,999	17%	3%	1%	1%
\$70,000 - \$79,999	6%	9%	2%	3%
\$80,000 - \$89,999	22%	14%	4%	5%
\$90,000 - \$99,999	28%	18%	7%	5%
\$100,000 - \$109,999	6%	20%	9%	6%
\$110,000 - \$119,999	6%	15%	9%	6%
\$120,000 - \$129,999	—	6%	10%	6%
\$130,000 - \$139,999	—	4%	9%	6%
\$140,000 - \$149,999	—	4%	7%	8%
\$150,000 - \$159,999	—	1%	8%	7%
\$160,000 - \$169,999	—	0%	5%	6%
\$170,000 - \$179,999	6%	—	4%	5%
\$180,000 - \$189,999	—	—	4%	5%
\$190,000 - \$199,999	—	0%	3%	6%
\$200,000 - \$209,999	—	1%	4%	2%
\$210,000 - \$219,999	—	—	2%	2%
\$220,000 - \$229,999	—	—	2%	3%
\$230,000 - \$239,999	—	—	1%	2%
\$240,000 - \$249,999	—	—	1%	4%
\$250,000 or more	—	—	7%	12%
Unsure	—	—	0%	—
Prefer not to answer	—	—	1%	—
n	18	239	1322	374

Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: Please indicate the highest level of education you have obtained.

Figure 2.29 further illustrates the significant effect education plays on nurse leader salaries. Not only are those with doctorates and master’s degrees far more likely to earn the highest salary levels, but they also have the most variance in salaries. Respondents who have not attained at least a master’s degree are far more likely to earn less than \$120,000 per year.

FIGURE 2.29: SALARY DISTRIBUTION BY EDUCATION



Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: Please indicate the highest level of education you have obtained.

# Salary by Licensed Bed Count of Organization

The number of licensed beds at an institution does not appear to have a dramatic impact on nurse leader salaries. Survey respondents employed by organizations with a greater numbers of licensed beds tend to earn a higher salary, but the differences between the largest and smallest institutions are not as telling as characteristics such as position, span of control and level of education.

- + The majority of respondents earn between \$80,000 and \$159,999 per year, regardless of bed count. (Figure 2.30).
- + Nurse leaders from organizations with between 201 and 400 beds and more than 400 beds were equally likely (36%) to earn salaries of \$160,000 or more.
- + Twelve percent of respondents in organizations with more than 400 beds earn a minimum of \$250,000 a year compared with six percent of organizations with 201-400 licensed beds

Figure 2.31 offers further illustration of the fairly weak relationship between licensed bed count and nurse leader salary. There is little difference between organizations in the 1-to-200 bed range and the 201-to-400 bed range.

Meanwhile, respondents from organizations with over 400 beds are skewed slightly toward the higher end of the salary scale, but 32 percent of respondents from these organizations still report earning less than \$120,000 per year.

**FIGURE 2.30: SALARY DISTRIBUTION BY BED COUNT OF ORGANIZATION**

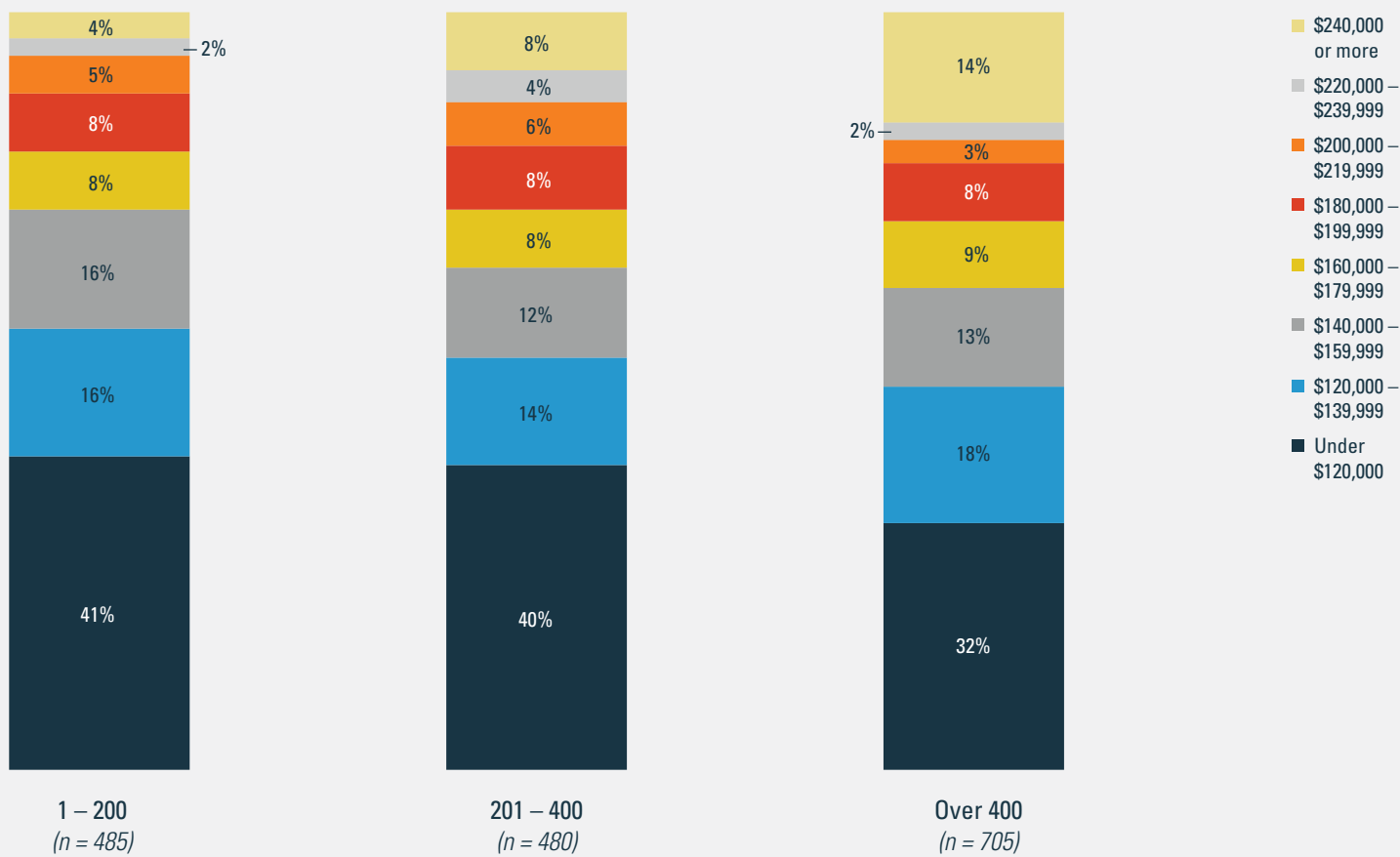
	1–200	201–400	Over 400
Under \$60,000	1%	2%	0%
\$60,000 - \$69,999	1%	2%	1%
\$70,000 - \$79,999	4%	3%	2%
\$80,000 - \$89,999	6%	4%	5%
\$90,000 - \$99,999	6%	10%	8%
\$100,000 - \$109,999	13%	11%	7%
\$110,000 - \$119,999	9%	8%	9%
\$120,000 - \$129,999	8%	7%	9%
\$130,000 - \$139,999	8%	8%	9%
\$140,000 - \$149,999	7%	7%	7%
\$150,000 - \$159,999	9%	5%	6%
\$160,000 - \$169,999	5%	4%	5%
\$170,000 - \$179,999	2%	4%	4%
\$180,000 - \$189,999	4%	5%	4%
\$190,000 - \$199,999	4%	4%	4%
\$200,000 - \$209,999	3%	4%	2%
\$210,000 - \$219,999	2%	2%	1%
\$220,000 - \$229,999	2%	3%	1%
\$230,000 - \$239,999	0%	2%	1%
\$240,000 - \$249,999	1%	2%	2%
\$250,000 or more	3%	6%	12%
Unsure	—	—	0%
Prefer not to answer	0%	—	0%
n	485	480	705

Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: What is the licensed bed count of your organization?



FIGURE 2.31: SALARY DISTRIBUTION BY LICENSED BED COUNT OF ORGANIZATION



Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: What is the licensed bed count of your organization?

distribution by BED COUNT

# Salary by Size of Organization

As with bed count, analyzing nurse leader salaries according to an organization's number of employees reveals some trends, but they are not as dramatic as they are with respondent demographics such as title or years of experience. Generally speaking, nurse leaders from organizations that employ the greatest number of employees command higher salaries than those from smaller organizations. For the purposes of this survey, organization size is defined as the number of employees within the organization as a whole.

- + Nurse leaders in corporate settings are more likely to earn \$160,000 or more per year (Figure 2.32) than those working in single-site facilities.
- + Nurse leaders employed by single-site facilities with 1,001 to 5,000 employees, 5,001 to 10,000 employees, and more than 10,000 employees (about 36% each) and in corporate settings with more than 30,000 employees (57%) are more likely to earn \$160,000 or more per year.
- + Nurse leaders employed by smaller organizations are most likely to report salaries below the \$120,000-per-year level, including 40 percent of those in health care settings employing 1,000 people or fewer.

**FIGURE 2.32: SALARY DISTRIBUTION BY NUMBER OF EMPLOYEES**

	Total Employees (single site)				Total Employees (system)		
	1 – 1,000	1,001 – 5,000	5,001 – 10,000	More than 10,000	1 – 10,000	10,001 – 30,000	More than 30,000
Under \$60,000	1%	1%	1%	1%	4%	2%	–
\$60,000 - \$69,999	1%	1%	1%	1%	4%	–	–
\$70,000 - \$79,999	4%	3%	3%	3%	5%	6%	–
\$80,000 - \$89,999	6%	5%	5%	4%	9%	4%	–
\$90,000 - \$99,999	7%	9%	9%	5%	5%	6%	7%
\$100,000 - \$109,999	11%	10%	9%	10%	2%	8%	–
\$110,000 - \$119,999	10%	9%	7%	12%	9%	12%	7%
\$120,000 - \$129,999	8%	8%	8%	9%	4%	4%	2%
\$130,000 - \$139,999	8%	8%	8%	8%	2%	8%	7%
\$140,000 - \$149,999	8%	5%	8%	6%	9%	–	9%
\$150,000 - \$159,999	9%	6%	5%	8%	12%	4%	11%
\$160,000 - \$169,999	5%	4%	6%	5%	–	4%	9%
\$170,000 - \$179,999	5%	3%	5%	4%	9%	–	–
\$180,000 - \$189,999	4%	4%	3%	5%	2%	6%	2%
\$190,000 - \$199,999	3%	5%	4%	2%	2%	10%	2%
\$200,000 - \$209,999	3%	4%	3%	3%	–	4%	5%
\$210,000 - \$219,999	1%	2%	2%	1%	2%	2%	5%
\$220,000 - \$229,999	1%	3%	1%	1%	–	–	2%
\$230,000 - \$239,999	0%	1%	1%	1%	–	2%	–
\$240,000 - \$249,999	0%	2%	1%	2%	4%	–	9%
\$250,000 or more	3%	8%	10%	12%	19%	18%	23%
Unsure	–	–	0%	–	–	–	–
Prefer not to answer	0%	0%	0%	1%	–	–	–
n	428	721	359	355	57	50	44

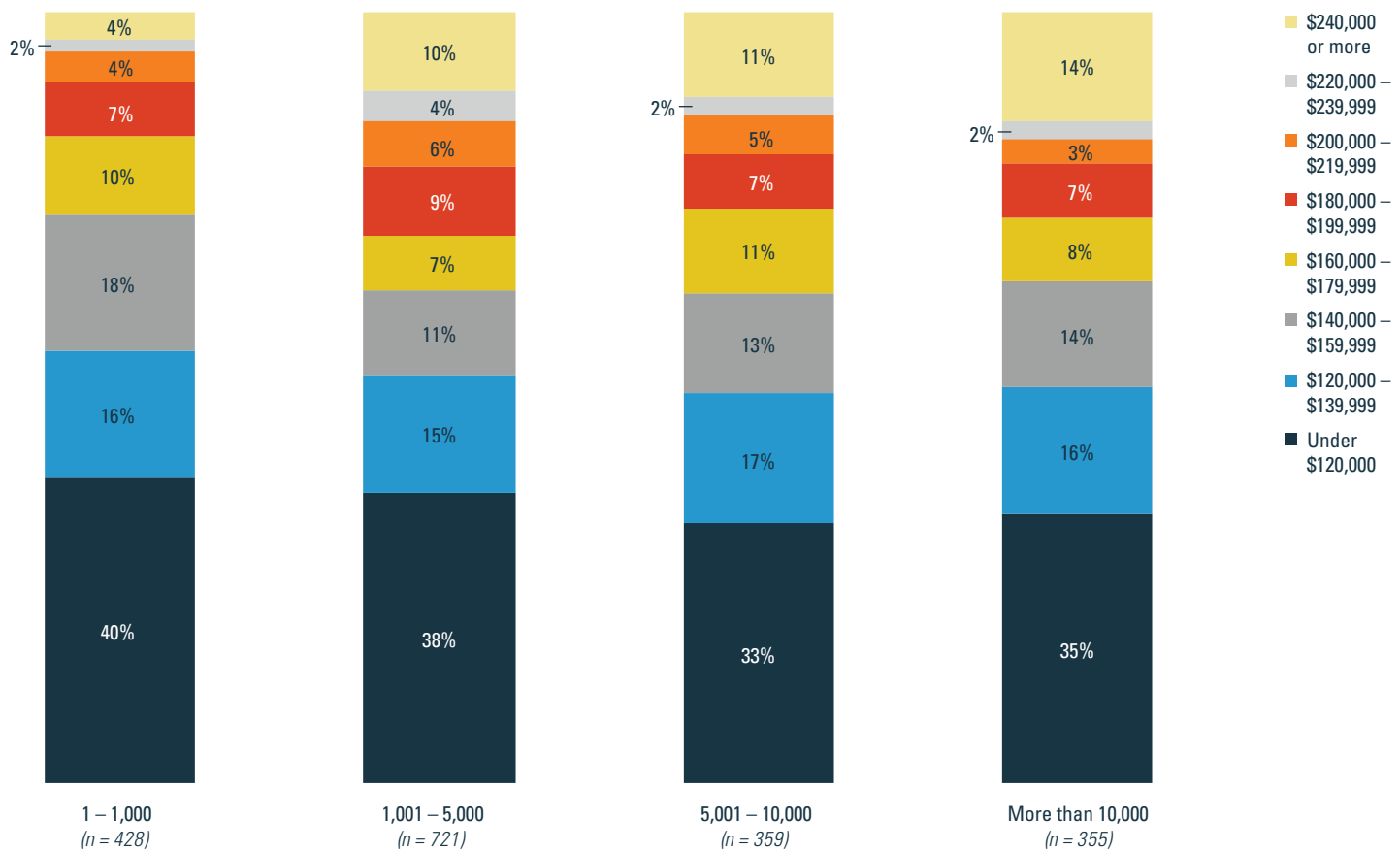
Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: How many employees work for your organization in total?

Q: How many employees work in all of the hospitals in your health care system?

Figure 2.33 further illustrates a slight high-level trend common across most organizational characteristics: larger organizations have more highly paid nurse leaders. For example, 58 percent of respondents from organizations with between one and 1,000 employees earn \$120,000 or more per year, as did 67 percent of those from organizations with more than 10,000 employees. However, similar to other organizational factors such as bed count, the differences are more significant between the largest and smallest employee counts. Organizational size also affects those who work in a corporate setting (Figure 2.34).

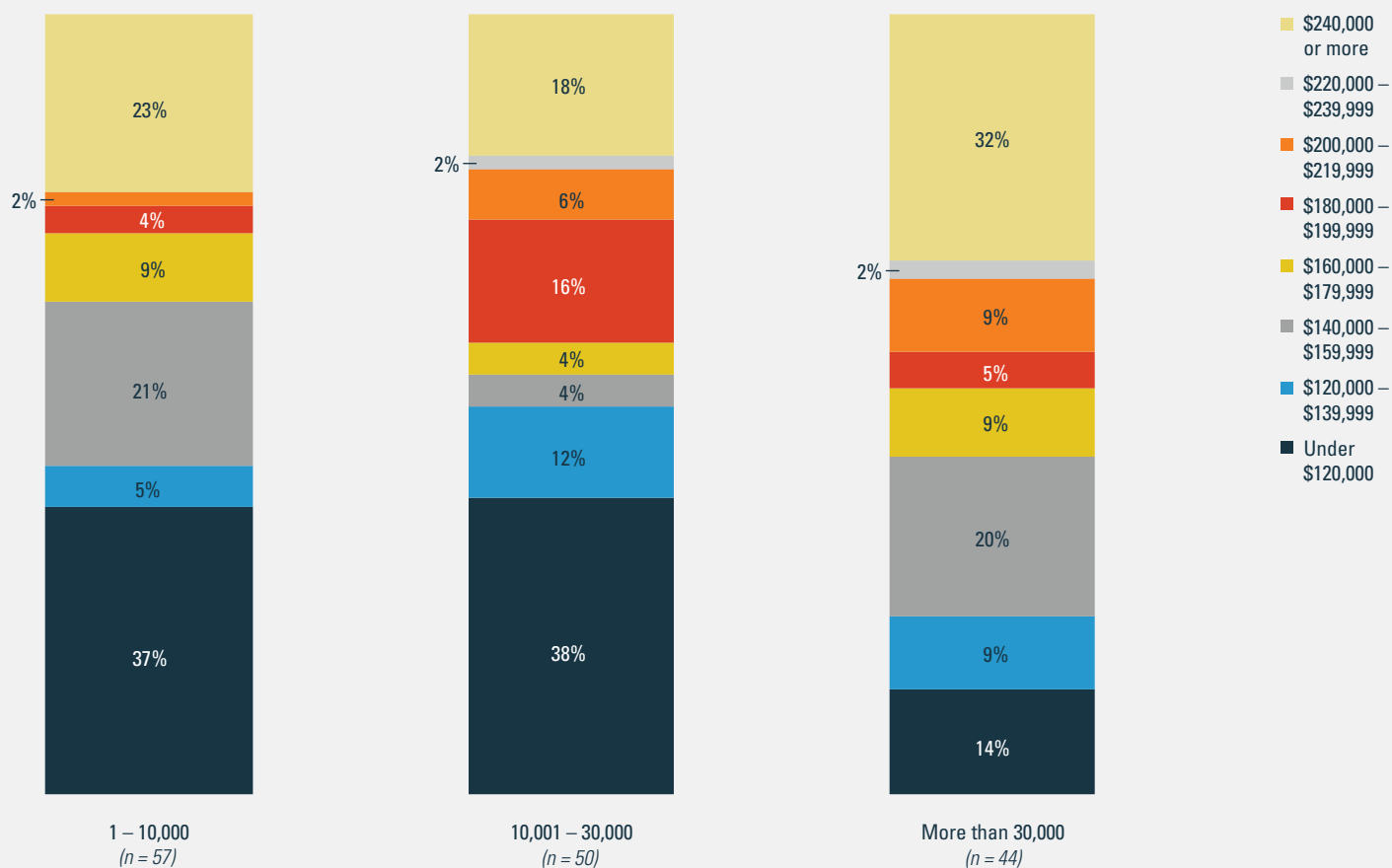
FIGURE 2.33: SALARY DISTRIBUTION BY NUMBER OF EMPLOYEES IN ORGANIZATION (NON-SYSTEM)



Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: How many employees work for your organization in total?

FIGURE 2.34: SALARY DISTRIBUTION BY NUMBER OF EMPLOYEES IN ORGANIZATION (SYSTEM)



Q: What is your current annual base salary (excluding additional income and bonus money)?

Q: How many employees work in all of the hospitals in your health care system?

distribution by EMPLOYEES

# Salary by Setting of Organization

In addition to selecting their current employer, respondents were also asked to note the setting of their organization (rural, suburban, or urban) and the geographic focus of their health care system (local, regional, and national for those respondents who indicated that their current employer is a health care system/corporate office). For the purposes of this survey, respondents identified their organization as the entity they work for directly. For example, if a respondent works for a hospital within a health care system, they were directed to identify the hospital as their employer and not the corporate entity that may technically own it. Similarly, if they worked directly at the corporate system level, they were directed to answer in terms the health care system as their employer.

Organizational setting and scope do not appear to have a dramatic impact on nurse leader salaries. Professionals working in urban health care settings are only slightly more likely than those in suburban settings to earn top salaries while both are more likely than professionals in rural settings to earn top salaries. Similarly, employees who work for national health care systems tend to earn more than those who work in regional or local systems (Figure 2.35).

Nurse leaders in health care settings, based in either suburban or urban areas, are most likely (about 42%) to earn \$150,000 or more per year.

**Executives in rural settings** are most likely (25%) to earn less than \$100,000 per year, compared with executives in urban or suburban settings.

**Nurse leaders in the corporate offices** of local health care systems are most likely (56%) to earn between \$80,000 and \$159,999 per year.

**Those in national systems** are most likely (57%) to earn at least \$160,000 per year.

**Those in local systems** are most likely (22%) to earn less than \$100,000 per year.

FIGURE 2.35: SALARY DISTRIBUTION BY SETTING OF ORGANIZATION

	Organization Setting			System Type		
	Rural	Suburban	Urban	Local system	Regional system	National system
Under \$60,000	2%	1%	1%	2%	1%	3%
\$60,000 - \$69,999	1%	1%	1%	2%	1%	—
\$70,000 - \$79,999	6%	2%	2%	5%	3%	—
\$80,000 - \$89,999	8%	4%	5%	11%	2%	—
\$90,000 - \$99,999	8%	9%	7%	2%	13%	—
\$100,000 - \$109,999	15%	9%	9%	5%	5%	3%
\$110,000 - \$119,999	9%	10%	9%	11%	10%	7%
\$120,000 - \$129,999	7%	8%	9%	4%	6%	3%
\$130,000 - \$139,999	8%	8%	8%	7%	2%	10%
\$140,000 - \$149,999	7%	6%	7%	7%	6%	7%
\$150,000 - \$159,999	8%	6%	6%	9%	8%	10%
\$160,000 - \$169,999	5%	6%	4%	—	5%	7%
\$170,000 - \$179,999	2%	5%	4%	7%	2%	3%
\$180,000 - \$189,999	5%	3%	4%	4%	2%	3%
\$190,000 - \$199,999	3%	4%	4%	2%	6%	7%
\$200,000 - \$209,999	3%	4%	3%	—	3%	3%
\$210,000 - \$219,999	1%	1%	2%	2%	1%	7%
\$220,000 - \$229,999	0%	3%	2%	—	1%	—
\$230,000 - \$239,999	1%	0%	2%	—	1%	—
\$240,000 - \$249,999	1%	2%	2%	4%	2%	7%
\$250,000 or more	3%	8%	9%	18%	19%	20%
Unsure	—	—	0%	—	—	—
Prefer not to answer	—	0%	1%	—	—	—
n	399	560	933	56	88	30

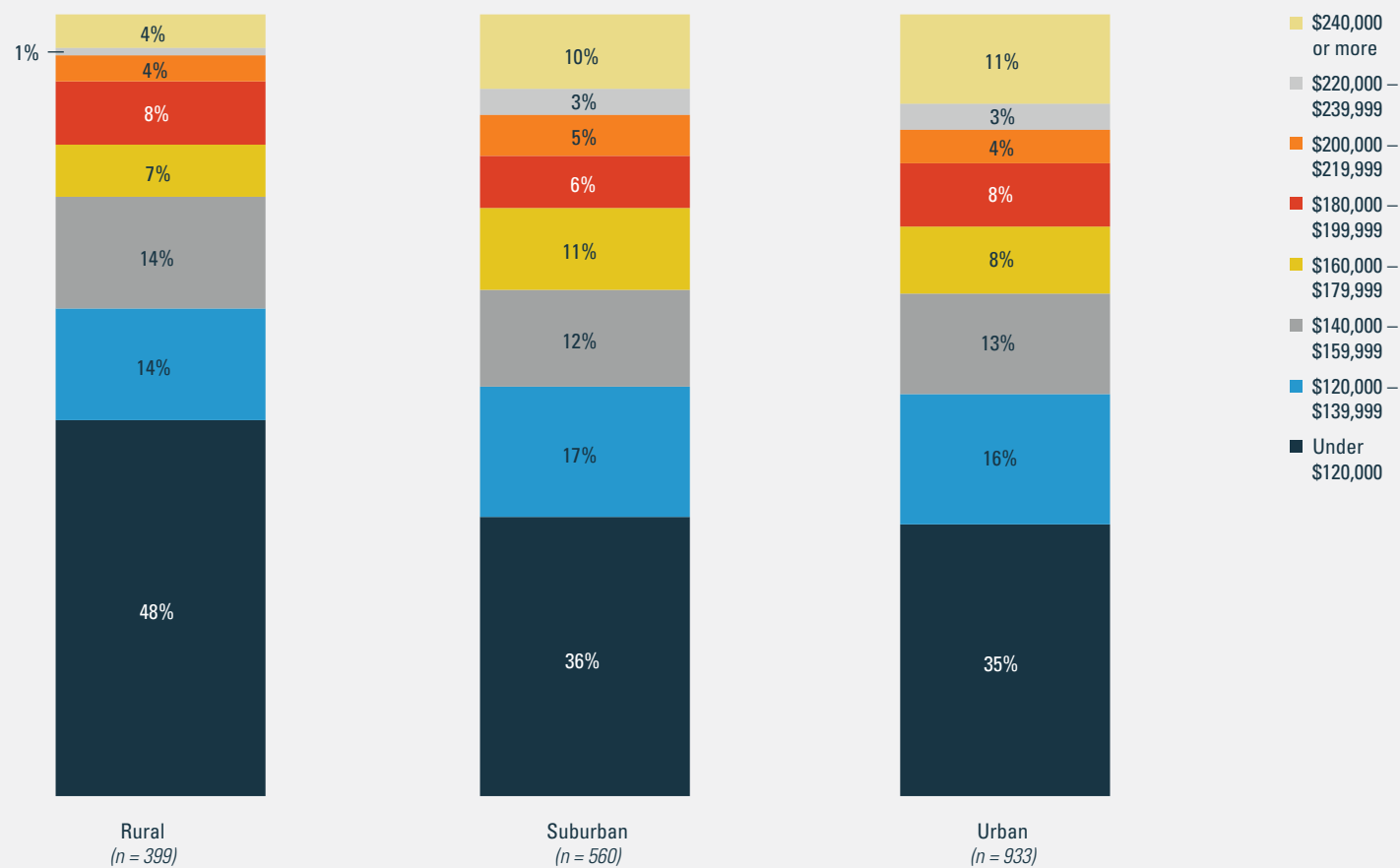
Q: What type of health care system do you work for?

Q: What best describes the setting of your organization?

Q: What is your current annual base salary (excluding additional income and bonus money)?

As figures 2.35, 2.36 and 2.37 illustrate, location tends to play only a minor factor in nurse leader salaries. Nurse leaders at urban facilities (66%) and national health care systems (87%) are most likely to earn salaries of \$120,000 or more per year. This correlates closely to other organizational factors as well; rural facilities tend to be smaller, while urban facilities generally employ more individuals.

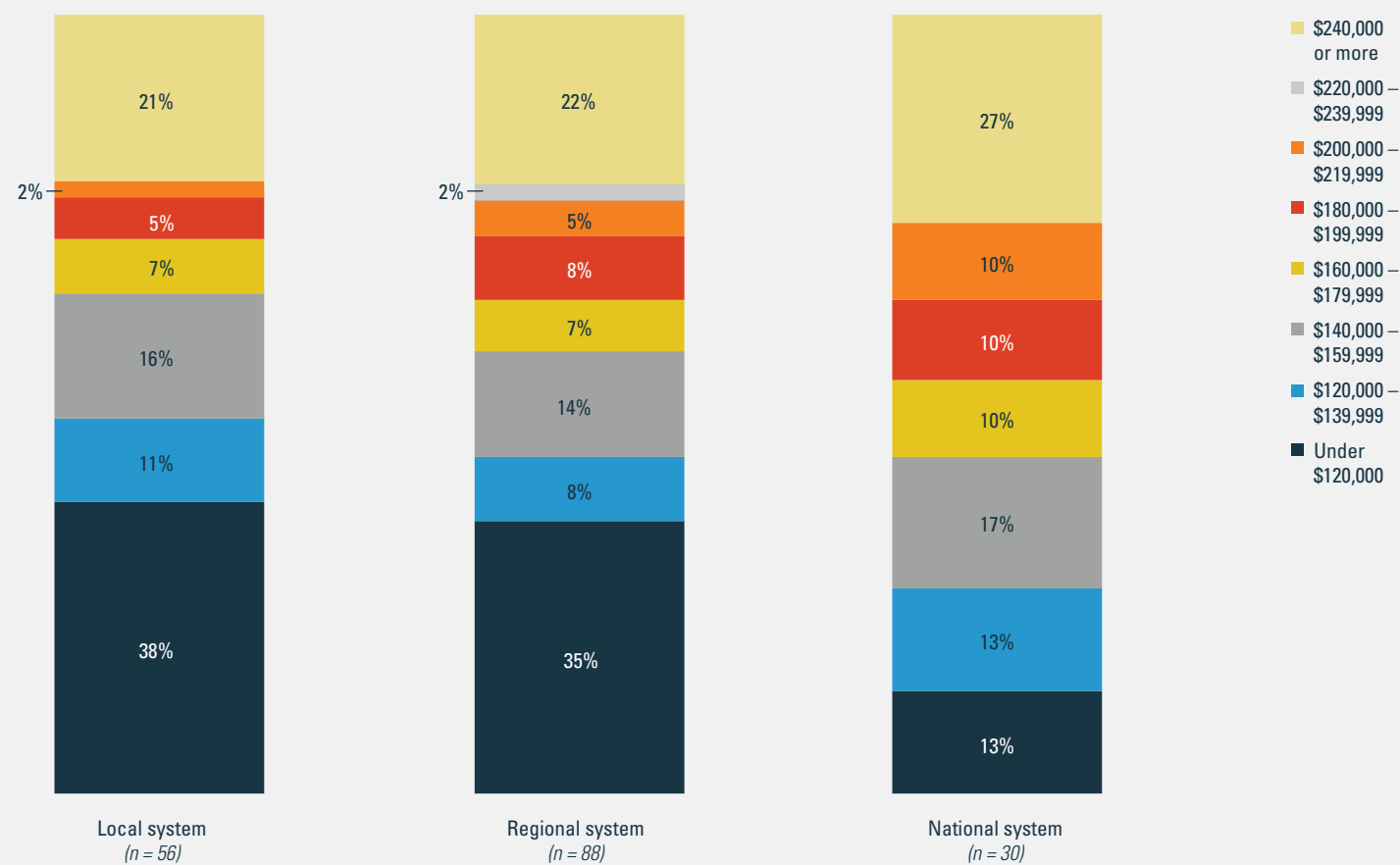
FIGURE 2.36: SALARY DISTRIBUTION BY SETTING OF ORGANIZATION (NON-SYSTEM)



Q: What best describes the setting of your organization?

Q: What is your current annual base salary (excluding additional income and bonus money)?

FIGURE 2.37: SALARY DISTRIBUTION BY SETTING OF ORGANIZATION (SYSTEM)



Q: What type of health care system do you work for?  
Q: What is your current annual base salary (excluding additional income and bonus money)?

# distribution by SETTING



# Other Benefits of Employment

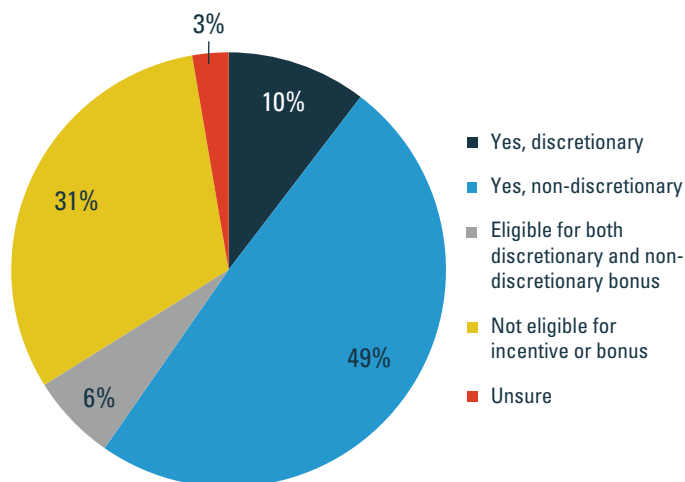
## Annual Bonus

In addition to collecting salary information, the survey also assessed benefits and other types of compensation. Sixty-five percent of respondents reported that they are eligible for some type of financial bonus on an annual basis. This is a 7 percent increase since the 2012 survey. Of those reporting 2015 bonus eligibility, 49 percent were eligible for a non-discretionary bonus, paid based on the achievement of defined metrics or outcomes, while 10 percent were eligible for a discretionary bonus that was not tied to any particular metrics (Figure 3.1).

Some proportion of nurse leaders in each job title, including clinical staff, indicate they are eligible for a bonus. However, those with more senior titles were more likely to be eligible for a bonus. In the case of non-discretionary bonuses, nurse leaders with C-suite titles are most likely to be eligible (59% for non-system CNOs/CNEs and 63% for system CNOs/CNEs), followed by directors (54%), managers (44%), consultants (31%), APRNs (25%), clinical staff (25%), specialist/coordinators (24%) and professors/deans (5%) (Figure 3.2).

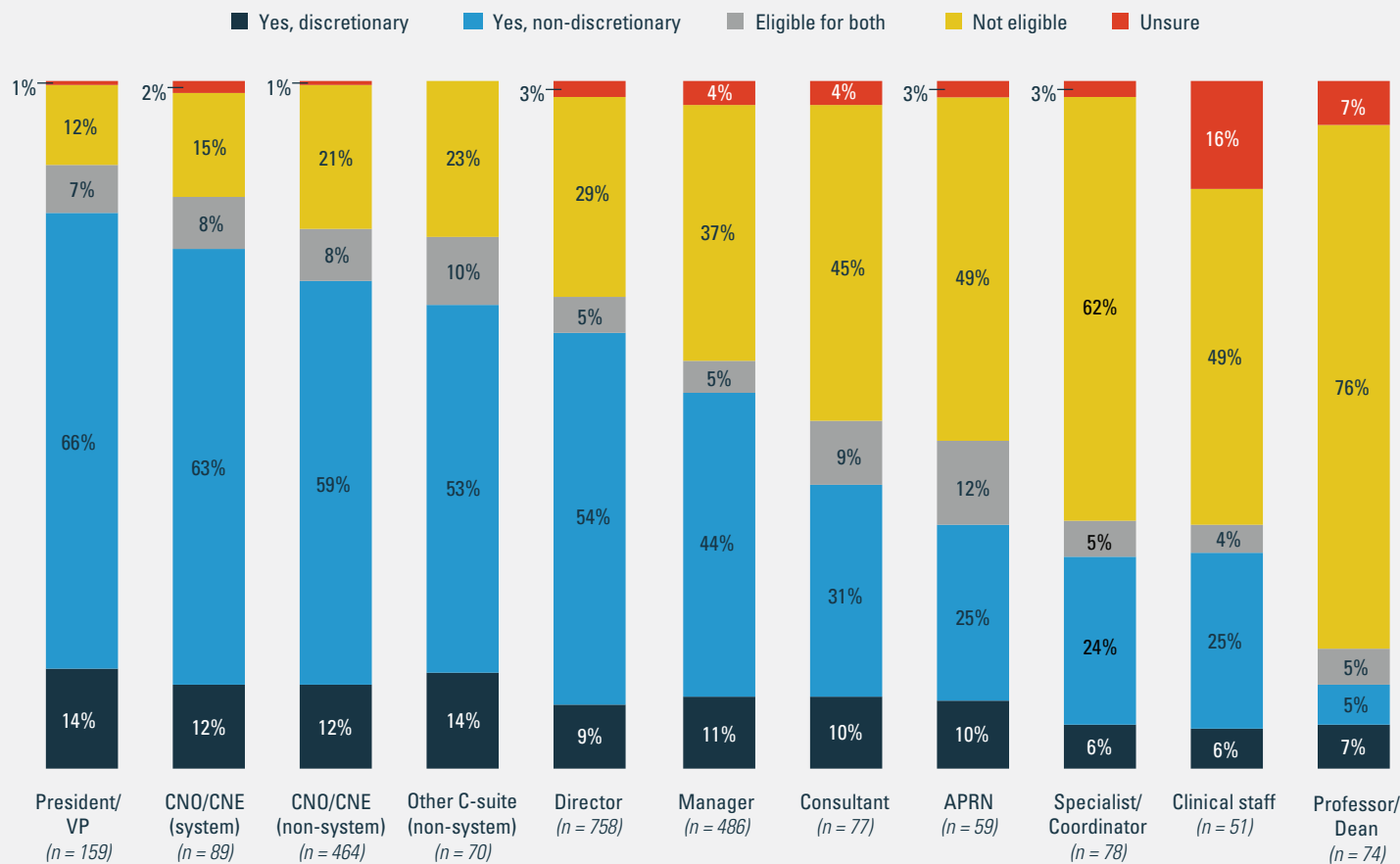
Nurse leaders with C-suite titles are most likely to indicate that they received a bonus in 2015 (69% for non-system CNOs/CNEs and 82% for system CNOs/CNEs), followed by directors (61%), managers (55%), consultants (49%), APRNs (31%), specialist/coordinators (27%), clinical staff (24%), and professors/deans (18%) (Figure 3.3).

FIGURE 3.1: ELIGIBLE FOR BONUS AWARD



Q: Are you currently eligible for an incentive or bonus award? (n = 2157)

FIGURE 3.2: ELIGIBLE FOR BONUS AWARD BY TITLE<sup>24</sup>



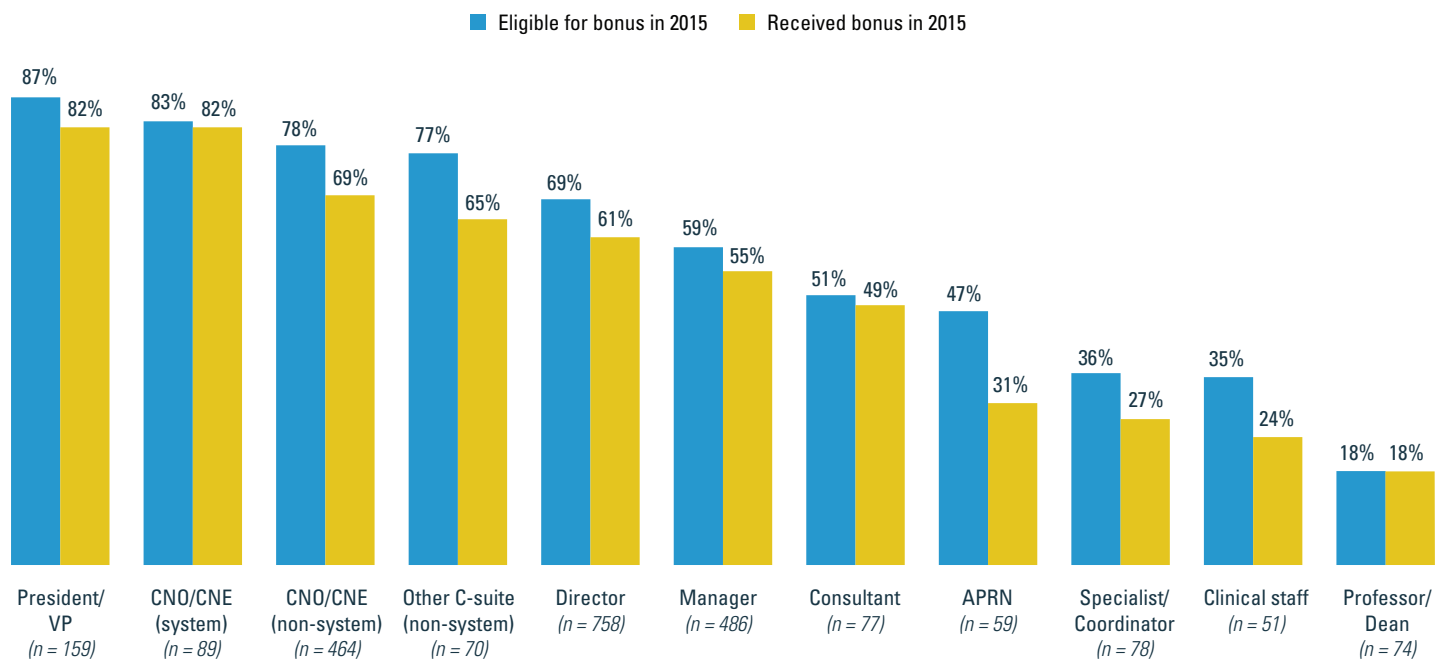
Q: Which of the following best describes your current position or title? Please select all that apply.

Q: Are you currently eligible for an incentive or bonus award?

# + BONUS AWARD eligibility

<sup>24</sup> This is a "multiple select" question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100 percent.

FIGURE 3.3: BONUS AWARD ELIGIBILITY VS. PAYMENT IN 2015<sup>25</sup>



- Q: Which of the following best describes your current position or title? Please select all that apply.
- Q: Are you currently eligible for an incentive or bonus award?
- Q: How large was your total bonus award (discretionary and non-discretionary) as a percentage of your 2015 base salary?

# + BONUS AWARD eligibility

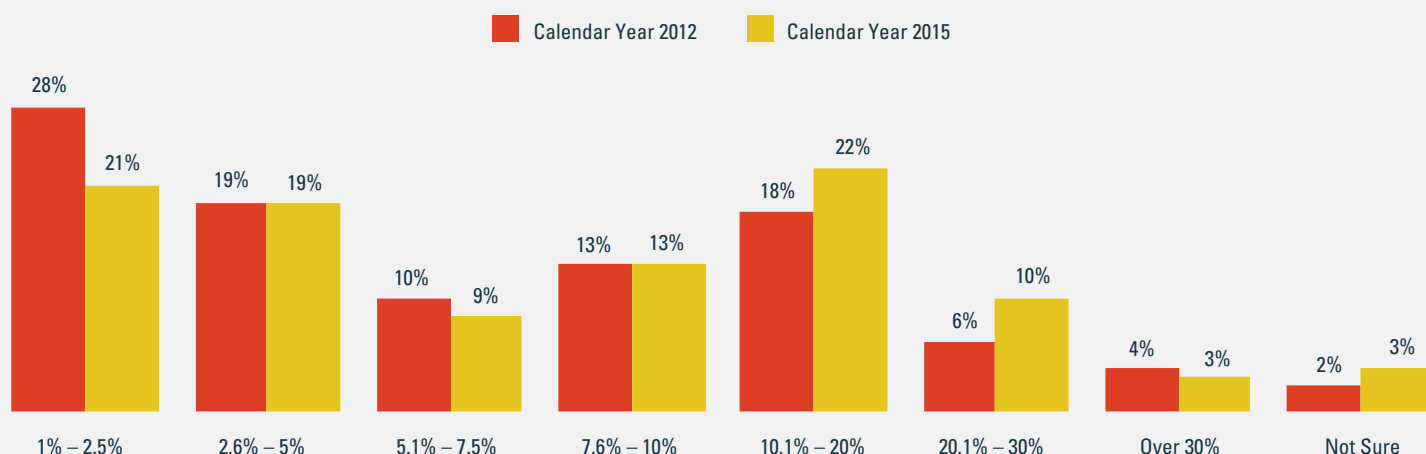
<sup>25</sup> This is a "multiple select" question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100 percent.

The majority (61%) of respondents received an incentive or bonus in 2015. Among those who received a bonus in 2015, the majority (62%) estimate their bonus to be 10 percent or less of their base salary. Nearly half, 49 percent, said the bonus was 7.5 percent or less of their base salary. Another 22 percent estimate their bonus to be between 10 percent and 20 percent, while 13 percent said their bonus was more than 20 percent of their annual salary (Figure 3.4).

Bonus awards tend to correlate closely with job title; for example, C-suite executives and system CNOs were more likely than those with other job titles to receive a bonus greater than 20 percent of their salary (Figure 3.5).

Of those who received a bonus, the organization's financial performance was listed by 71 percent as a contributing factor, followed by clinical performance measures (64%) and customer or patient satisfaction (51%) (Figure 3.6).

FIGURE 3.4: BONUS AWARD AS A PERCENTAGE OF BASE SALARY



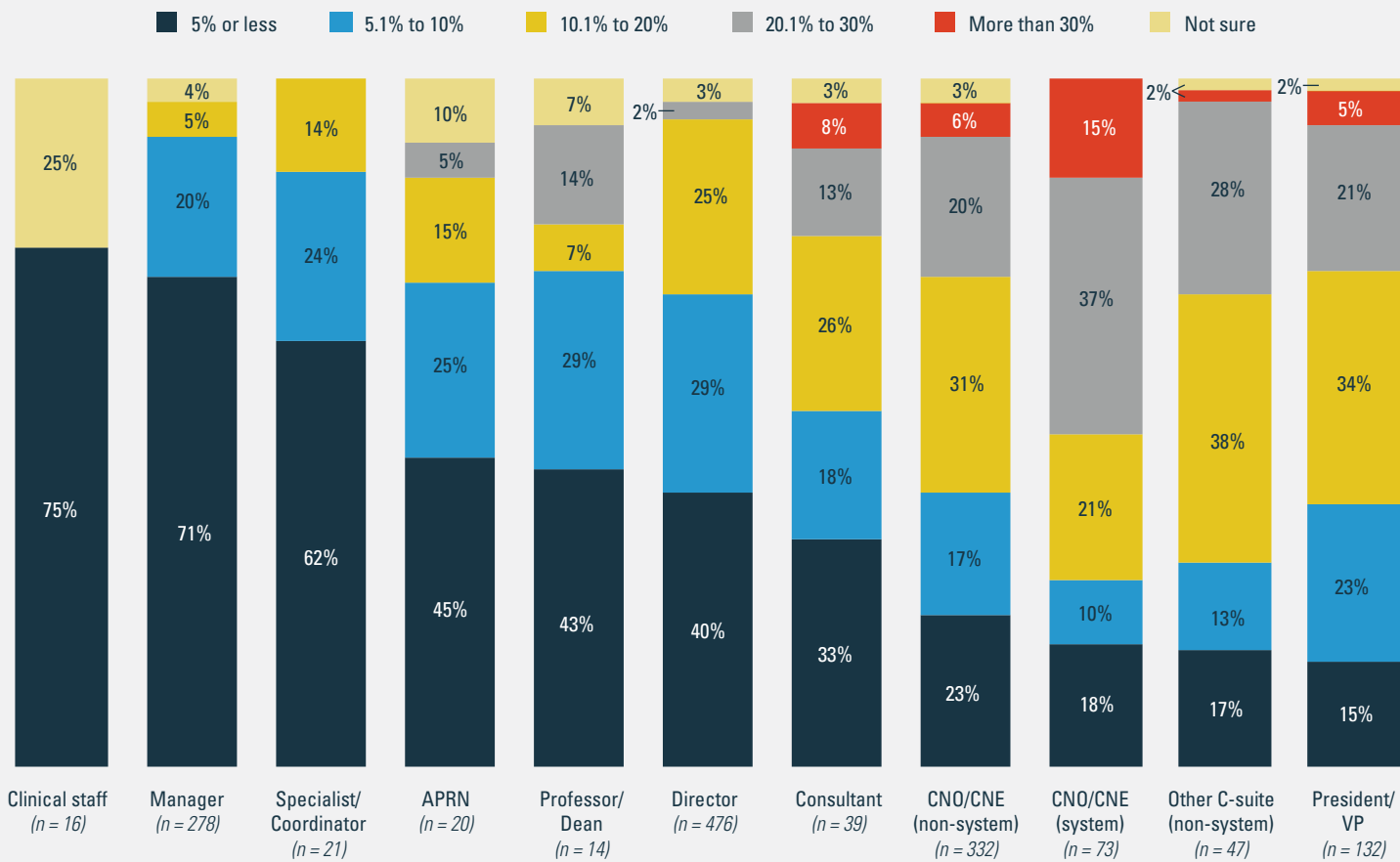
Q: How large was your total bonus award (discretionary and non-discretionary) as a percentage of your 2015 base salary? (n = 1321)

7.5% OR LESS  
OF BASE SALARY  
**49%**

RECEIVED A BONUS  
**61%**

10% OR LESS  
OF BASE SALARY  
**62%**

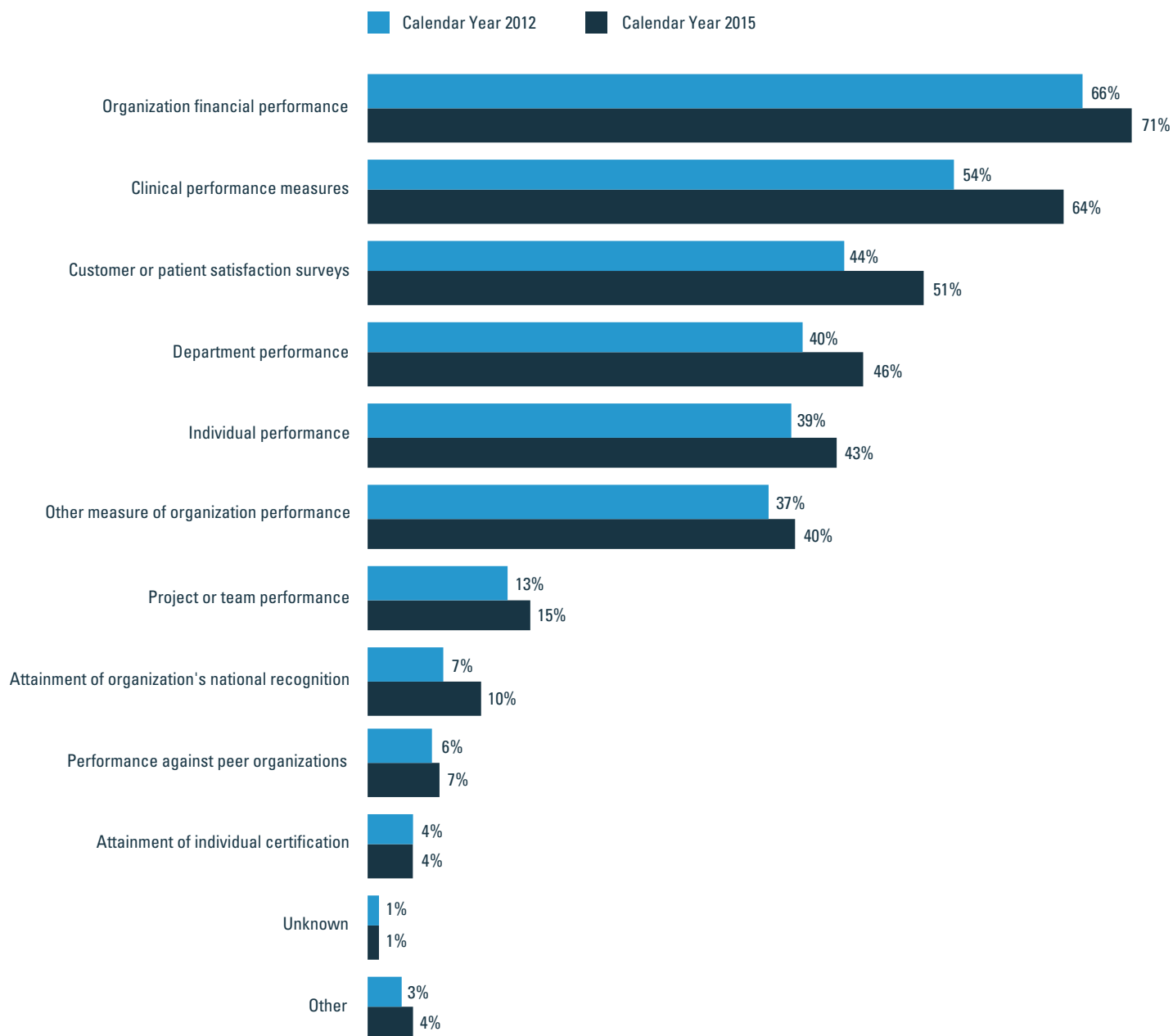
FIGURE 3.5: BONUS AS PERCENTAGE OF 2015 SALARY BY TITLE<sup>26</sup>



- Q: Which of the following best describes your current position or title? Please select all that apply.
- Q: Are you currently eligible for an incentive or bonus award?
- Q: How large was your total bonus award (discretionary and non-discretionary) as a percentage of your 2015 base salary?

<sup>26</sup> This is a "multiple select" question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100 percent.

FIGURE 3.6: REASONS FOR BONUS AWARD<sup>27</sup>



Q: In general, which of the following are reasons why you were awarded an incentive and/or bonus award in 2015?  
Please select all that apply. (n = 1320)

<sup>27</sup> This is a "multiple select" question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100 percent.

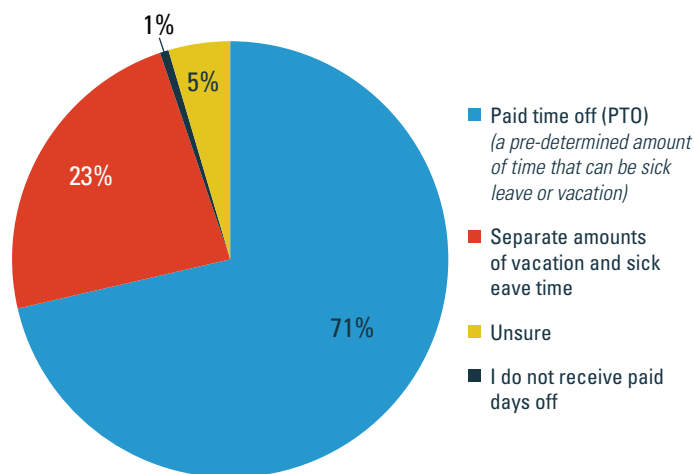
# Paid Time Off

Seventy-one percent of respondents indicate their paid time off from work is structured in a general paid time off (PTO) format, where a collective bank of days can be applied toward sick leave, vacation or other unspecified paid-time-off uses (Figure 3.7).

Those respondents who said they were offered a PTO structure were more likely than other respondents to indicate they have a greater number of days available, most likely because the PTO structure essentially combines vacation and sick time.

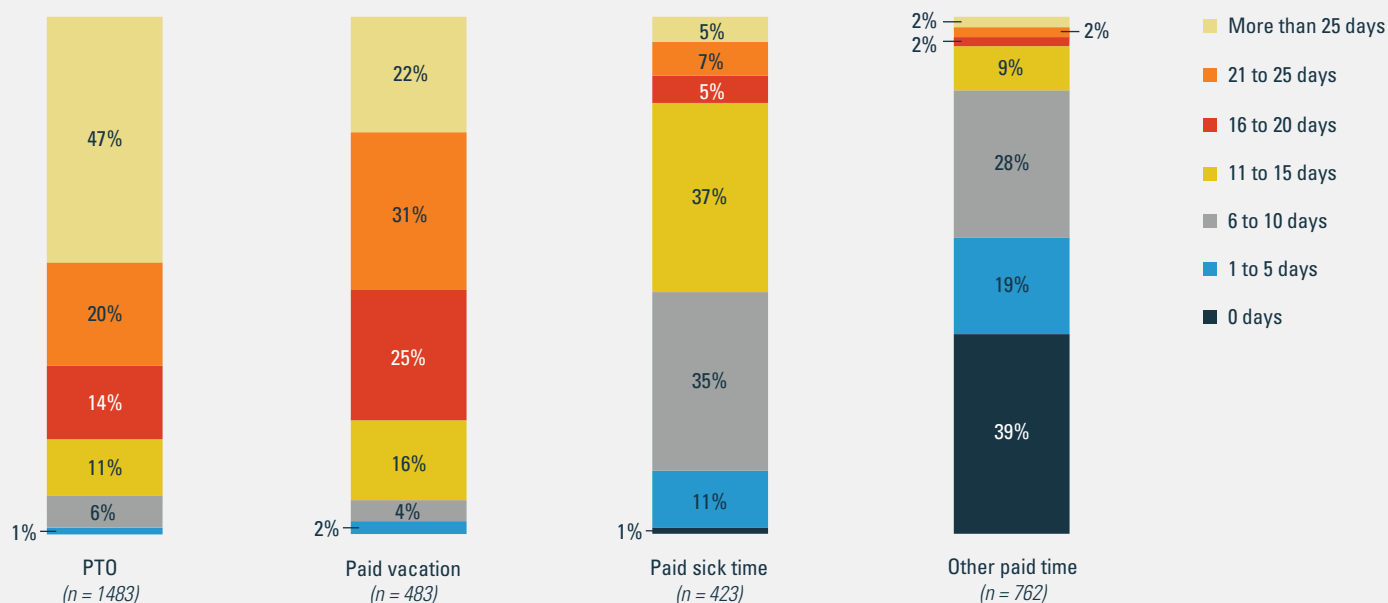
- + 81 percent of respondents have more than 15 PTO days in a given year, while nearly one half (47%) of respondents receive 26 or more PTO days each year.
- + 83 percent of those who said they receive sick time said they received 15 or fewer days per year, and 47 percent of those who said they receive paid vacation said they receive 20 or fewer days per year (Figure 3.8)

FIGURE 3.7: PAID TIME OFF STRUCTURE



Q: How are your paid days off from work structured? (n = 2166)

FIGURE 3.8: PAID TIME OFF BY NUMBER OF DAYS



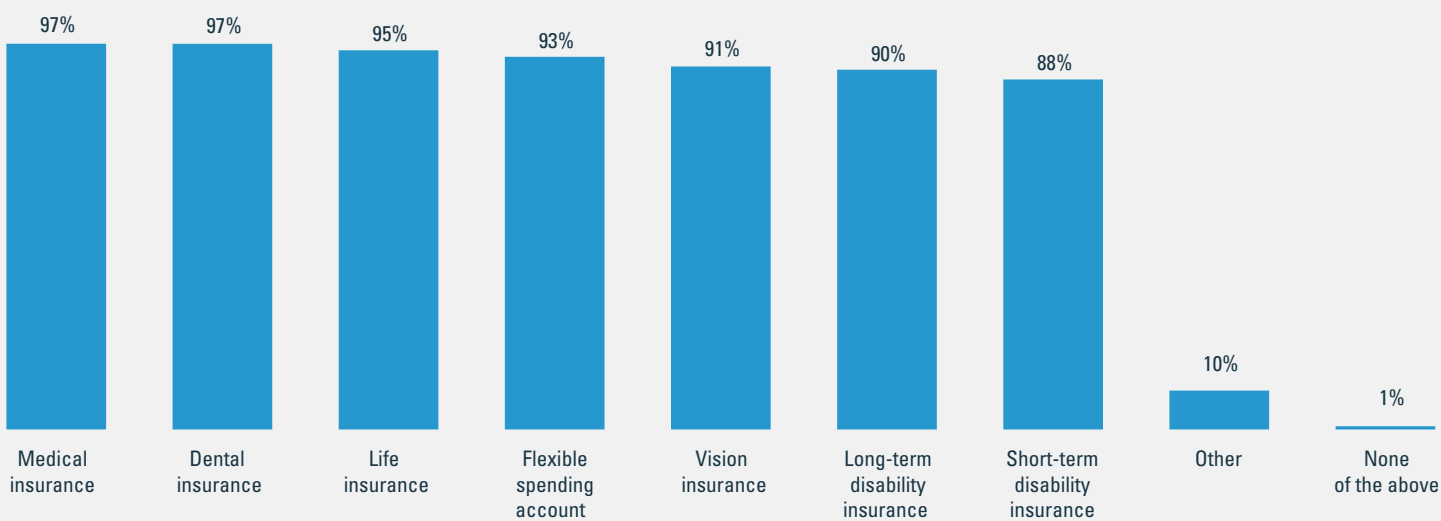
Q: How many paid days off do you receive annually in the following categories (excluding paid holidays)?

# Medical Benefits

Medical and dental coverage as well as life insurance are very common benefits across all nurse leader positions. Ninety-three percent of respondents indicate they have access to a flexible spending account as well. Other benefits that vary more by organization and job title are vision insurance (91%), long-term disability insurance (90%) and short-term disability insurance (88%) (Figure 3.9).

There is some variance in how the costs of medical benefits are covered. For example, the standard benefits (medical and dental coverage) most often include a shared-cost arrangement between the employer and the employee. However, 59 percent of respondents cover the full cost of a flexible spending account. The benefit most likely to be fully covered by the employer is life insurance, at 23 percent (Figure 3.10).

FIGURE 3.9: MEDICAL BENEFITS OFFERED BY EMPLOYERS<sup>28</sup>

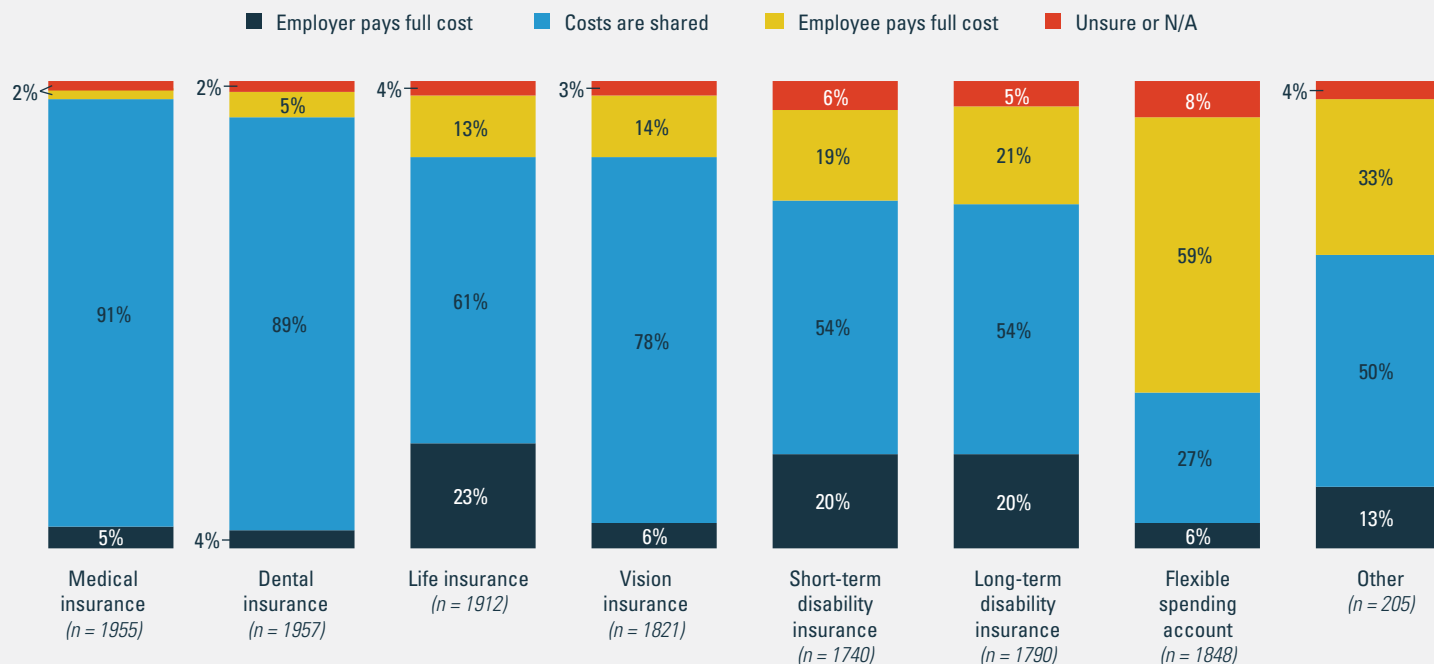


Q: Which of the following medical benefits are offered by your employer? Please select all that apply. (n = 2091)

<sup>28</sup> This is a “multiple select” question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100 percent.



FIGURE 3.10: COST ARRANGEMENT FOR MEDICAL BENEFITS



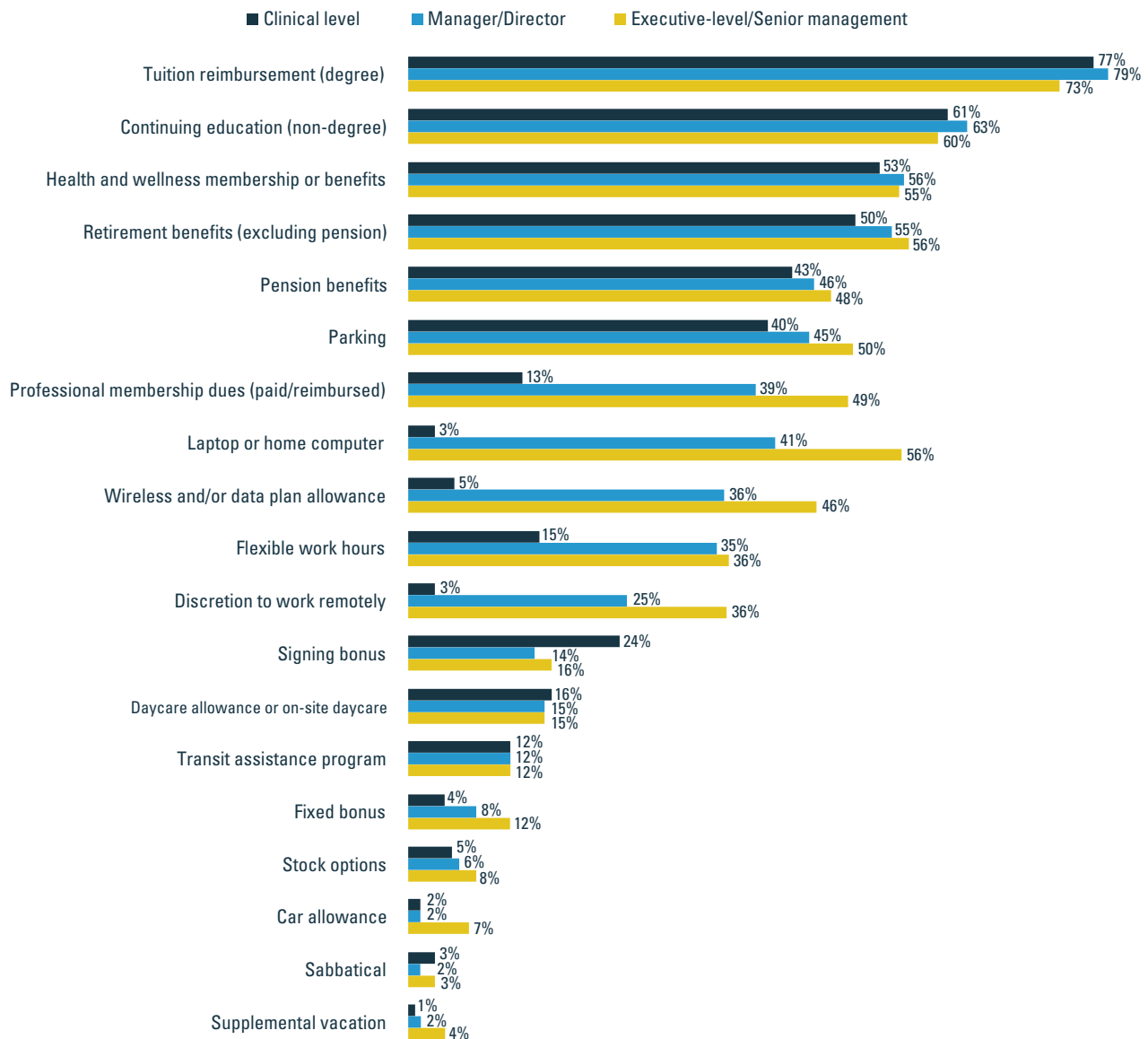
Q: How are your employer-provided medical benefits paid?

+ MEDICAL benefits

# Other Benefits

Nurse leaders generally have access to a wide array of other benefits at their organizations, including additional life insurance, pension benefits and reimbursement for continuing education and professional memberships. However, access to these benefits can vary according to position within the organization. For example, executive-level professionals are more likely to receive a laptop or home computer and a wireless or data plan allowance (Figure 3.11).

FIGURE 3.11: ADDITIONAL BENEFITS OFFERED BY LEVEL OF EMPLOYMENT<sup>29</sup>



Q: Which of the following additional benefits are offered to each type of employee at your organization? If you are unsure of benefits for a particular level, you may opt to not provide a response for that level. (n = 1932)

<sup>29</sup> This is a "multiple select" question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100 percent.

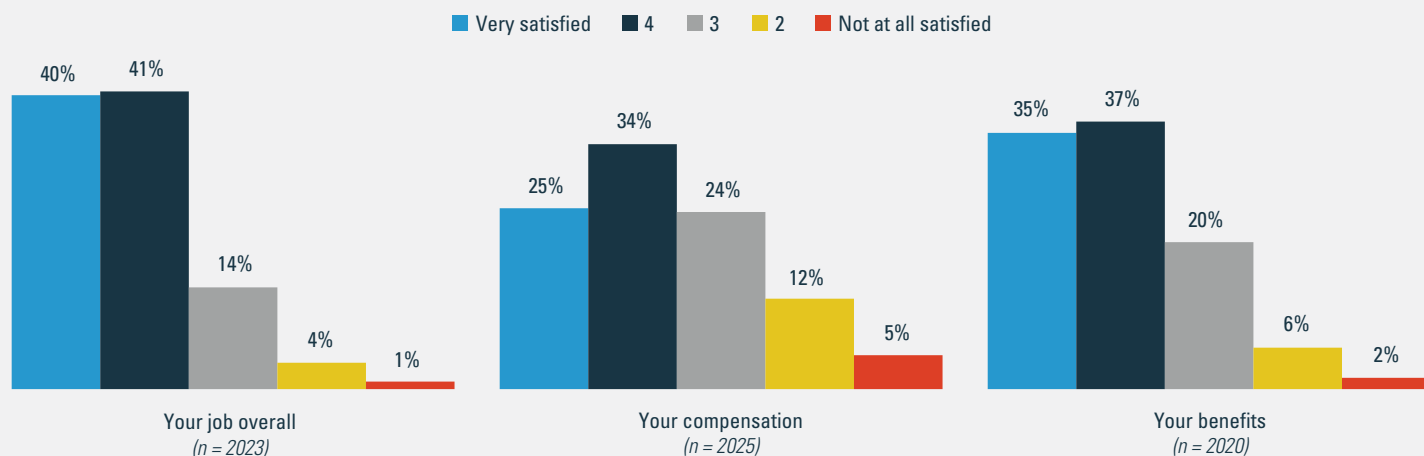
# Job Satisfaction and Career Prospects

## Job Satisfaction

Overall job satisfaction among nurse leaders is extremely high, with 81 percent of respondents indicating that they are very (40%) or somewhat (41%) satisfied with their jobs (Figure 4.1). In fact, when respondents were asked why they choose to stay at their current place of employment, the top response was “I find joy and meaning in my work,” at 48 percent. Other top responses included, “I enjoy my work environment” (30%), “I enjoy my coworkers” (28%), and “opportunity for professional growth” (25%).

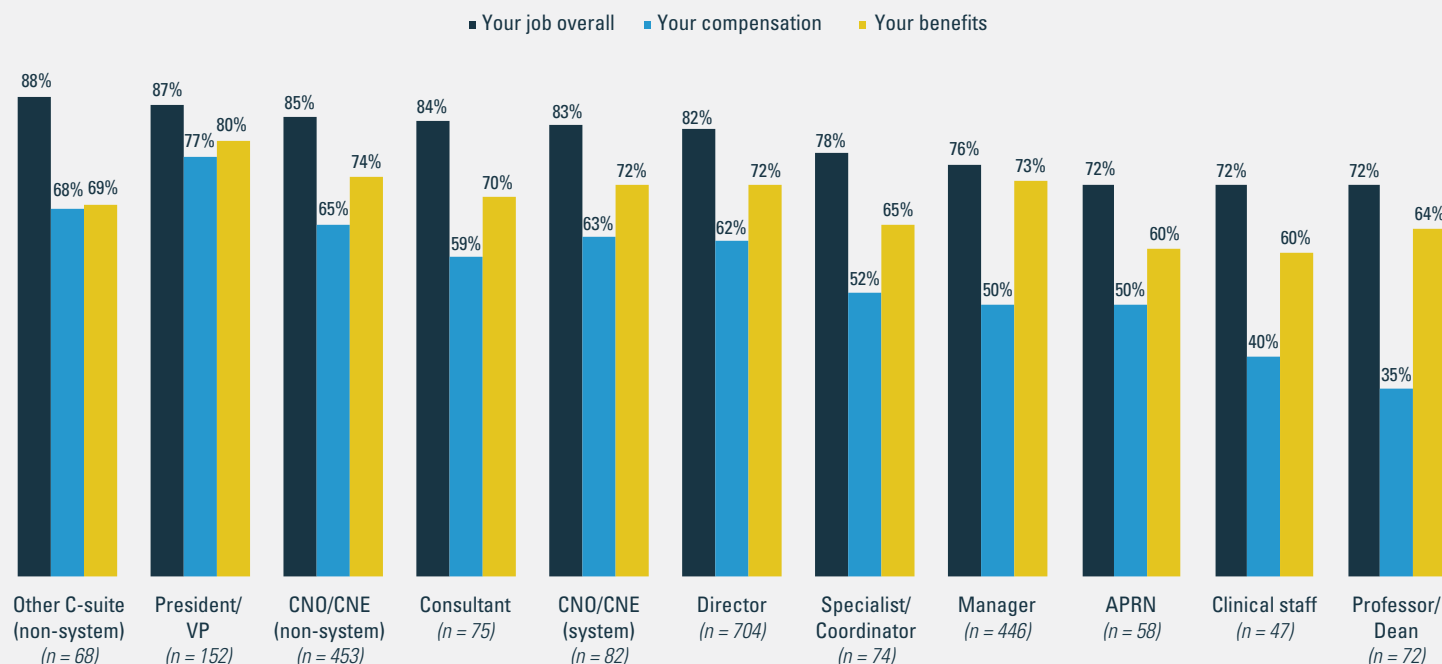
Although overall job satisfaction is high, respondents are not as positive about their compensation and other benefits. While the vast majority is still satisfied with compensation and benefits, the percentage of nurse leaders who are very satisfied was lower than for the job overall (25% very satisfied with compensation and 35% very satisfied with benefits, compared with 40% highly satisfied in general). Satisfaction ratings tend to increase with higher positions as well (Figure 4.2).

FIGURE 4.1: SATISFACTION WITH JOB, COMPENSATION AND BENEFITS



Q: How satisfied or dissatisfied are you with the following aspects of your job?

FIGURE 4.2: JOB SATISFACTION WITH JOB, COMPENSATION AND BENEFITS<sup>30</sup>



Q: How satisfied or dissatisfied are you with the following aspects of your job?

Q: Which of the following best describes your current position or title? Please select all that apply.

CLINICAL STAFF

72%

DIRECTOR

82%

Job Satisfaction by Title

CNO/CNE  
(non-system)  
85%

<sup>30</sup> This is a "multiple select" question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100 percent.

When the job satisfaction results are analyzed by title, the pattern is repeated.

**System CNOs and non-system CNOs are generally satisfied with their jobs** overall, with 83 and 85 percent, respectively, stating they are somewhat or very satisfied.

**Fewer of these nurse leaders report being happy with their compensation**—65 percent of non-system CNOs say they are somewhat or very satisfied with pay, while 63 percent of system CNOs report the same.

**Four other nurse leader titles had a lower percentage of respondents in the very or somewhat satisfied categories** compared with the overall average for compensation: specialist/coordinator (52%), manager (50%), APRN (50%) and professor/dean (35%) (Figure 4.3).

**Overall, those with the title of president/vice president were most satisfied** with aspects of their job—except for job security, where they were second-most satisfied (75%).

**In job security, specialists/coordinators** took the top spot (79%).

**In general, professors/deans were the least satisfied** with aspects of their job, with compensation the most problematic category (just 35% very or somewhat satisfied).

**Nursing leaders of all types report being well satisfied** with the work they do in the field (“industry work”) was the category with the highest ratings across all job titles, ranging mostly over 90 percent (managers had the lowest rating at 88%).

When asked whether they feel nursing-related departments get equal treatment with non-nursing departments in their organizations, respondents with varying job titles showed similar levels of satisfaction. While a majority of nurse leaders in all titles are very or somewhat satisfied with the level of equal treatment that they experience compared with non-nursing departments, this percentage hovers at or below 70 percent. The only respondent group expressing a higher percentage of satisfaction in this regard is president/vice president (74%). Professors/deans have the lowest percentage of respondents satisfied with equal treatment of nursing (38%), followed by managers (52%).

Other aspects of the nursing leader’s job that received high satisfaction scores across job titles were relationships with co-workers and finding joy and meaning in work.

Additionally, 15 percent of respondents noted that they have plans to retire from the nurse leader profession in the next three years. When segmented by current employer, respondents that currently work in military/VA/government settings were more likely to indicate plans for retirement in the next three years (38%). Similarly, 25 percent of respondents currently working in a consulting firm or organization were also more likely to note plans to retire in the next three years.

**FIGURE 4.3 SATISFACTION OF JOB ASPECTS BY TITLE<sup>31</sup>**

	APRN	Clinical staff	CNO/ CNE (non-system)	CNO/ CNE (system)	Consultant	Director	Manager	Other C-suite (non-system)	President/ VP	Professor/ Dean	Specialist/ Coordinator
Your job overall	72%	72%	85%	83%	84%	82%	76%	88%	87%	72%	78%
Your compensation	50%	40%	65%	63%	59%	62%	50%	68%	77%	35%	52%
Your benefits	60%	60%	74%	72%	70%	72%	73%	69%	80%	64%	65%
Decision to work in health care industry	81%	85%	92%	94%	89%	93%	88%	93%	95%	91%	92%
Area(s) of responsibility	69%	71%	86%	89%	79%	81%	77%	90%	87%	79%	79%
Amount of authority you have in your job	66%	57%	84%	79%	71%	80%	69%	88%	82%	58%	56%
Opportunity for growth	60%	40%	69%	67%	55%	67%	62%	69%	70%	57%	54%
Job security	74%	77%	72%	74%	66%	74%	73%	84%	75%	72%	79%
Relationship with your direct supervisor	69%	70%	82%	76%	76%	79%	75%	87%	82%	64%	81%
Equal benefits and treatment in other, non-nursing functions in your organization	67%	52%	67%	68%	59%	66%	52%	73%	74%	38%	55%
Relationship with your co-workers	79%	89%	90%	85%	83%	90%	90%	94%	92%	76%	80%
Relationship with those you manage	81%	76%	96%	98%	78%	92%	93%	97%	97%	75%	84%
The level of joy and meaning you find in your job	71%	80%	85%	84%	81%	82%	73%	91%	86%	78%	78%
n	58	47	453	82	75	704	446	68	152	72	74

Q: How satisfied or dissatisfied are you with the following aspects of your job?

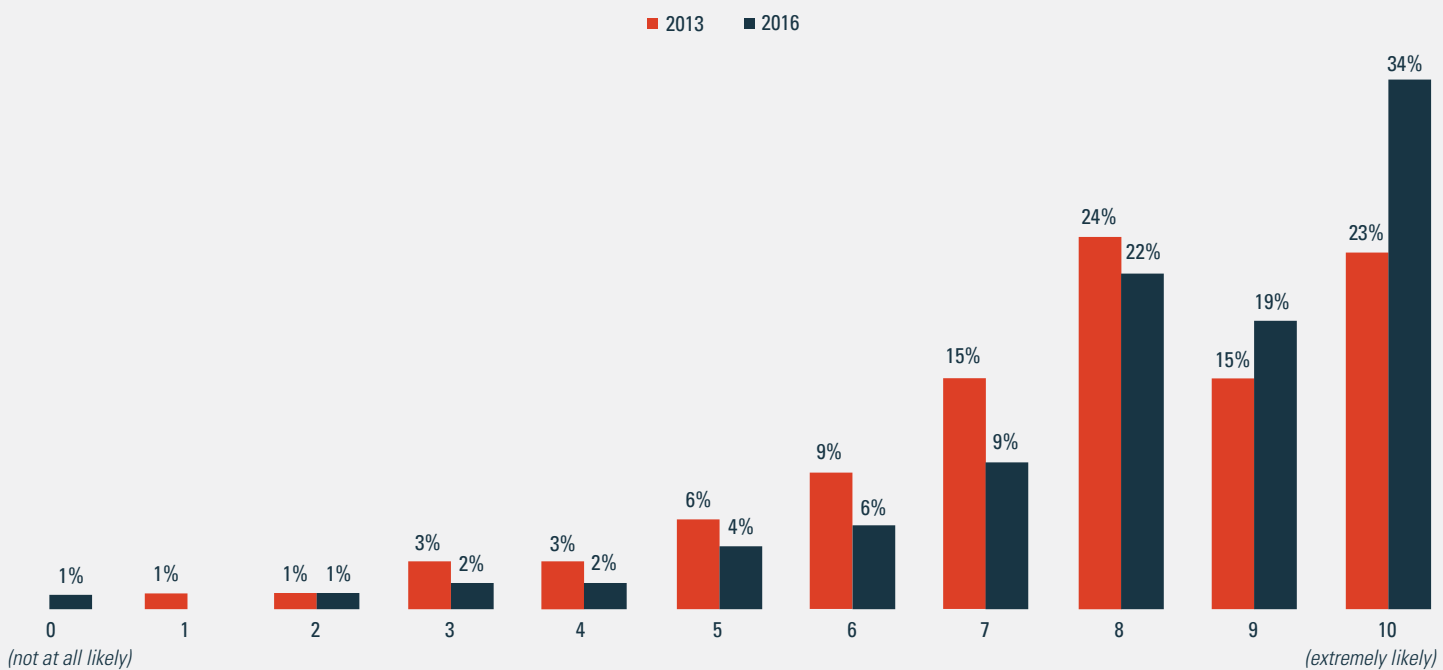
Q: Which of the following best describes your current position or title? Please select all that apply.

<sup>31</sup> This is a "multiple select" question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100 percent.

# Willingness to Recommend Career

Fifty-three percent of respondents overall rate their willingness to recommend a career in nursing leadership as a nine or a 10 on a 10-point scale, compared with 16 percent who rate their willingness to recommend the career as a six or lower. The remaining 31 percent rate their willingness to recommend nursing leadership as a seven or eight (Figure 4.4). This represents an increase from the 2012 study in the percent of respondents who would recommend a career in nursing leadership.

FIGURE 4.4: WILLINGNESS TO RECOMMEND CAREER IN NURSING LEADERSHIP

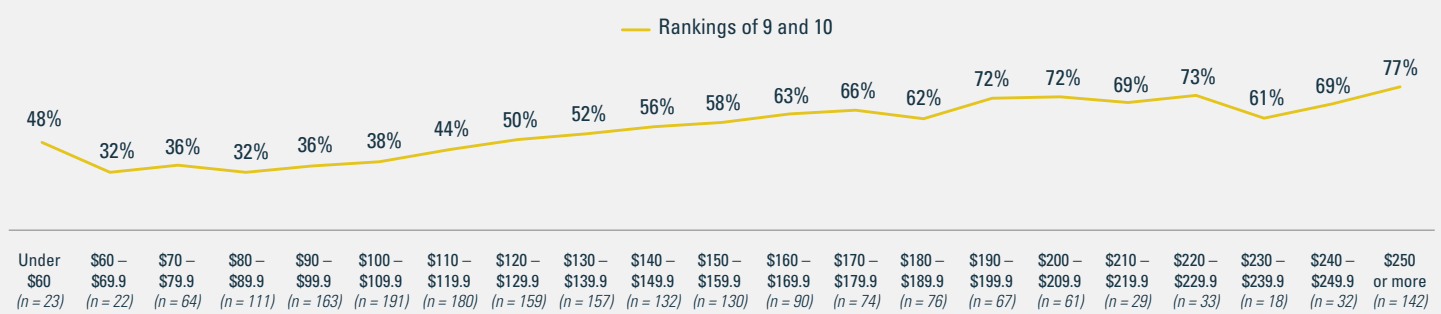


Q: Considering your experience in nursing leadership to date, how likely would you be to recommend nursing leadership to a colleague or new graduate entering the field? (n = 2002)

Salary and span of control have a strong effect on an individual’s willingness to recommend a career in nursing leadership. As salaries increase, the percentage of respondents who rate their willingness to recommend the career grows considerably. For example, only 32 percent of those whose salaries fall between \$80,000 and \$89,999 per year were highly likely to recommend the job, compared with 77 percent of those who reported a salary of \$250,000 or more (Figure 4.5).

Nurse leaders with the greatest responsibilities (as measured by their span of control) are more willing to recommend a career in nursing leadership (Figure 4.6). Just 40 percent of those who oversee zero employees rated their willingness to recommend nursing leadership as a career as a nine or 10 compared with 63 percent of respondents with a span of control of more than 250 employees.

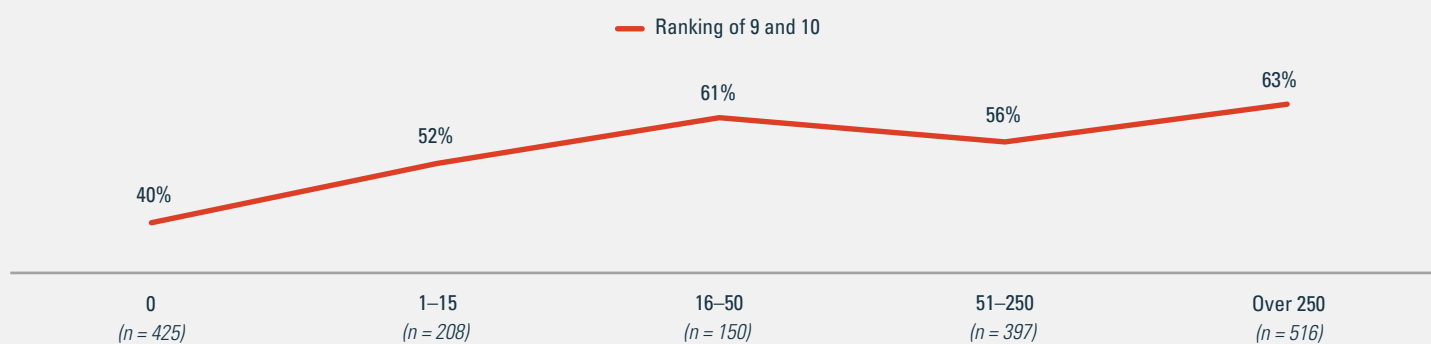
FIGURE 4.5: WILLINGNESS TO RECOMMEND CAREER IN NURSING LEADERSHIP BY SALARY



Q: Considering your experience in nursing leadership to date, how likely would you be to recommend nursing leadership to a colleague or new graduate entering the field?

Q: What is your current annual base salary (excluding additional income and bonus money)?

FIGURE 4.6: WILLINGNESS TO RECOMMEND CAREER IN NURSING LEADERSHIP BY SPAN OF CONTROL



Q: Considering your experience in nursing leadership to date, how likely would you be to recommend nursing leadership to a colleague or new graduate entering the field?

Q: Please indicate the total number of employees reporting indirectly to you.



# Appendix

## Respondent Demographics

**FIGURE 5.1: GENDER**

Response	Count	%
Female	1786	88%
Male	224	11%
Prefer not to answer	12	1%
n	2022	100%

**FIGURE 5.2: RACE/ETHNICITY**

Response	Count	%
African-American / Black	76	4%
Asian / Asian-American	35	2%
Caucasian / White	1785	88%
Hispanic	43	2%
Middle Eastern	5	0%
Native American / Alaskan Native	7	0%
Non-White Hispanic	15	1%
Pacific Islander / Native Hawaiian	4	0%
Biracial/Multiracial	12	1%
Prefer not to answer	37	2%
n	2019	100%

**FIGURE 5.3: HIGHEST LEVEL OF EDUCATION OBTAINED**

Response	Count	%
High school diploma	0	—
Some college	1	0%
Technical school	0	—
Associate's degree	18	1%
Bachelor's degree	245	12%
Master's degree	1350	67%
Doctorate	381	19%
Other	30	1%
n	2025	100%

**FIGURE 5.4: AGE**

Response	Count	%
35 or younger	105	6%
36 – 45	305	16%
46 – 55	620	33%
56 – 65	757	41%
66 or older	80	4%
n	1867	100%

# Salary by Title and Years of Experience

**FIGURE 5.5: APRN SALARY BY YEARS OF EXPERIENCE IN NURSING MANAGEMENT/LEADERSHIP**

	1 year or less	2 – 5 years	6 – 10 years	11 – 20 years	More than 20 years	Do not work in management or leadership nursing position
Under \$120,000	100%	69%	73%	33%	27%	67%
\$120,000 – \$159,000	–	23%	9%	50%	64%	33%
\$160,000 – \$199,999	–	8%	9%	11%	9%	–
\$200,000 – \$249,999	–	–	9%	–	–	–
\$250,000 or more	–	–	–	6%	–	–
n	3	13	11	18	11	3

**FIGURE 5.6: CNO (NON-SYSTEM) SALARY BY YEARS OF EXPERIENCE IN NURSING MANAGEMENT/LEADERSHIP**

	1 year or less	2 – 5 years	6 – 10 years	11 – 20 years	More than 20 years	Do not work in management or leadership nursing position
Under \$120,000	–	31%	31%	11%	3%	–
\$120,000 – \$159,000	–	62%	24%	29%	21%	–
\$160,000 – \$199,999	–	8%	33%	29%	25%	–
\$200,000 – \$249,999	–	–	7%	19%	29%	–
\$250,000 or more	–	–	4%	13%	22%	–
n	–	13	45	143	262	–

**FIGURE 5.7: CLINICAL STAFF SALARY BY YEARS OF EXPERIENCE IN NURSING MANAGEMENT/LEADERSHIP**

	1 year or less	2 – 5 years	6 – 10 years	11 – 20 years	More than 20 years	Do not work in management or leadership nursing position
Under \$120,000	100%	93%	91%	75%	75%	100%
\$120,000 – \$159,000	–	7%	9%	25%	25%	–
\$160,000 – \$199,999	–	–	–	–	–	–
\$200,000 – \$249,999	–	–	–	–	–	–
\$250,000 or more	–	–	–	–	–	–
n	7	14	11	4	4	14

**FIGURE 5.8: DIRECTOR SALARY BY YEARS OF EXPERIENCE IN NURSING MANAGEMENT/LEADERSHIP**

	1 year or less	2 – 5 years	6 – 10 years	11 – 20 years	More than 20 years	Do not work in management or leadership nursing position
Under \$120,000	88%	63%	45%	25%	23%	–
\$120,000 – \$159,000	13%	29%	43%	54%	48%	–
\$160,000 – \$199,999	–	8%	11%	18%	23%	–
\$200,000 – \$249,999	–	–	1%	3%	5%	–
\$250,000 or more	–	–	–	–	1%	–
n	8	59	168	270	242	–

**FIGURE 5.9: MANAGER SALARY BY YEARS OF EXPERIENCE IN NURSING MANAGEMENT/LEADERSHIP**

	1 year or less	2 – 5 years	6 – 10 years	11 – 20 years	More than 20 years	Do not work in management or leadership nursing position
Under \$120,000	84%	89%	84%	65%	55%	–
\$120,000 – \$159,000	16%	10%	14%	26%	37%	100%
\$160,000 – \$199,999	–	1%	2%	9%	4%	–
\$200,000 – \$249,999	–	–	1%	–	3%	–
\$250,000 or more	–	–	–	–	–	–
n	19	153	125	114	67	1

**FIGURE 5.10: PROFESSOR/DEAN SALARY BY YEARS OF EXPERIENCE IN NURSING MANAGEMENT/LEADERSHIP**

	1 year or less	2 – 5 years	6 – 10 years	11 – 20 years	More than 20 years	Do not work in management or leadership nursing position
Under \$120,000	–	67%	90%	79%	64%	83%
\$120,000 – \$159,000	–	11%	–	7%	21%	17%
\$160,000 – \$199,999	–	22%	10%	7%	6%	–
\$200,000 – \$249,999	–	–	–	7%	6%	–
\$250,000 or more	–	–	–	–	3%	–
n	–	9	10	14	33	6

**FIGURE 5.11: CONSULTANT SALARY BY YEARS OF EXPERIENCE IN NURSING MANAGEMENT/LEADERSHIP**

	1 year or less	2 – 5 years	6 – 10 years	11 – 20 years	More than 20 years	Do not work in management or leadership nursing position
Under \$120,000	100%	100%	43%	29%	22%	50%
\$120,000 – \$159,000	–	–	57%	47%	37%	50%
\$160,000 – \$199,999	–	–	–	6%	20%	–
\$200,000 – \$249,999	–	–	–	6%	15%	–
\$250,000 or more	–	–	–	12%	7%	–
n	1	7	7	17	41	2

**FIGURE 5.12: SPECIALIST/COORDINATOR SALARY BY YEARS OF EXPERIENCE IN NURSING MANAGEMENT/LEADERSHIP**

	1 year or less	2 – 5 years	6 – 10 years	11 – 20 years	More than 20 years	Do not work in management or leadership nursing position
Under \$120,000	100%	100%	76%	100%	55%	–
\$120,000 – \$159,000	–	–	18%	–	32%	100%
\$160,000 – \$199,999	–	–	6%	–	14%	–
\$200,000 – \$249,999	–	–	–	–	–	–
\$250,000 or more	–	–	–	–	–	–
n	7	11	17	21	22	1

**FIGURE 5.13: CNO (SYSTEM) SALARY BY YEARS OF EXPERIENCE IN NURSING MANAGEMENT/LEADERSHIP**

	1 year or less	2 – 5 years	6 – 10 years	11 – 20 years	More than 20 years	Do not work in management or leadership nursing position
Under \$120,000	–	50%	–	18%	8%	–
\$120,000 – \$159,000	–	–	–	5%	3%	–
\$160,000 – \$199,999	–	50%	100%	18%	8%	–
\$200,000 – \$249,999	–	–	–	32%	16%	–
\$250,000 or more	–	–	–	27%	64%	–
n	–	2	2	22	61	–

**FIGURE 5.14: VICE PRESIDENT SALARY BY YEARS OF EXPERIENCE IN NURSING MANAGEMENT/LEADERSHIP**

	1 year or less	2 – 5 years	6 – 10 years	11 – 20 years	More than 20 years	Do not work in manage- ment or leadership nursing position
Under \$120,000	–	–	13%	6%	2%	25%
\$120,000 – \$159,000	–	–	31%	19%	13%	–
\$160,000 – \$199,999	–	50%	25%	34%	33%	–
\$200,000 – \$249,999	–	50%	19%	28%	29%	–
\$250,000 or more	–	–	13%	13%	23%	75%
n	0	2	16	53	83	4

# Job Title by Areas of Responsibility

**FIGURE 5.15: JOB TITLE BY AREAS OF RESPONSIBILITY<sup>32</sup>**

	Total	Director	Manager	APRN	Clinical staff	Other C-suite (non-system)	CNO/ CNE (system)	CNO/ CNE (non-system)	President/ VP	Professor/ Dean	Specialist/ Coordinator	Consultant
All nursing services	34%	11%	14%	14%	14%	43%	58%	82%	88%	60%	14%	11%
Anesthesia	8%	4%	0%	2%	—	21%	24%	13%	23%	23%	—	—
Case management	14%	6%	3%	—	2%	29%	27%	40%	37%	28%	14%	3%
Clinical laboratory	6%	1%	0%	—	3%	29%	33%	12%	18%	15%	—	—
Community/ population health	5%	2%	1%	3%	2%	21%	11%	12%	11%	13%	—	—
Dietary/ food and nutrition services	5%	1%	1%	—	—	21%	30%	16%	14%	9%	—	—
Education	25%	14%	5%	12%	2%	43%	42%	60%	59%	38%	57%	8%
Environmental services	3%	1%	1%	—	2%	14%	20%	6%	6%	8%	—	—
Home health	5%	1%	1%	—	2%	7%	9%	18%	14%	11%	—	—
Human resources	1%	0%	0%	—	—	14%	6%	2%	1%	2%	—	—
Informatics	8%	4%	1%	—	—	29%	32%	27%	18%	16%	—	3%
Inpatient nursing unit(s)	49%	42%	41%	16%	16%	43%	53%	64%	82%	66%	29%	11%
Medical service lines	14%	12%	5%	2%	—	29%	27%	24%	28%	31%	14%	2%
Oncology services	15%	9%	5%	7%	3%	29%	27%	26%	34%	32%	14%	—
Orthopedic services	14%	7%	2%	5%	2%	21%	33%	27%	38%	31%	14%	2%
Outpatient/ ambulatory	21%	15%	14%	9%	—	36%	41%	27%	41%	33%	14%	2%
Pastoral	5%	1%	0%	—	2%	14%	12%	13%	14%	14%	—	—

continued >>

<sup>32</sup> This is a “multiple select” question. Respondents were allowed to select more than a single option in responding to the survey question. As such, responses may not tabulate to 100 percent.

**FIGURE 5.15: JOB TITLE BY AREAS OF RESPONSIBILITY (CONTINUED)**

	Total	Director	Manager	APRN	Clinical staff	Other C-suite (non-system)	CNO/ CNE (system)	CNO/ CNE (non-system)	President/ VP	Professor/ Dean	Specialist/ Coordinator	Consultant
Pediatrics	17%	11%	6%	3%	6%	7%	30%	39%	39%	38%	14%	2%
Pharmacy	11%	1%	0%	—	3%	21%	45%	29%	36%	26%	—	—
Physician practices	3%	2%	2%	2%	2%	21%	6%	4%	5%	14%	—	—
Professional practice	12%	7%	1%	5%	—	29%	36%	38%	28%	26%	14%	—
Psychiatric services	9%	4%	1%	—	2%	14%	15%	31%	22%	18%	14%	—
Quality	12%	7%	2%	5%	—	36%	33%	22%	29%	23%	—	3%
Radiology	6%	2%	2%	—	3%	21%	38%	10%	16%	14%	14%	—
Regulatory/ compliance	7%	3%	1%	—	—	21%	27%	16%	20%	16%	—	2%
Rehabilitation services	9%	4%	2%	2%	2%	14%	36%	21%	24%	15%	14%	2%
Research	5%	5%	0%	3%	—	21%	12%	18%	9%	9%	14%	5%
Risk management	6%	3%	0%	—	2%	29%	24%	10%	17%	12%	—	3%
Surgical services	24%	11%	8%	2%	6%	36%	52%	43%	62%	51%	14%	3%
Volunteer services	3%	0%	0%	—	—	14%	15%	10%	6%	6%	—	—
Women's health	21%	11%	6%	3%	5%	7%	32%	38%	56%	46%	14%	2%
Other	27%	35%	18%	17%	3%	57%	36%	21%	26%	37%	43%	17%
None	8%	—	—	—	—	—	—	—	—	—	—	—
n	2139	768	492	58	64	66	94	494	156	7	66	62



**American Organization  
of Nurse Executives**

155 N Wacker Drive, Suite 400  
Chicago, IL 60606  
[www.aone.org](http://www.aone.org)

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