



NSO Annual Summit

Newport, Rhode Island | November 13-15, 2025

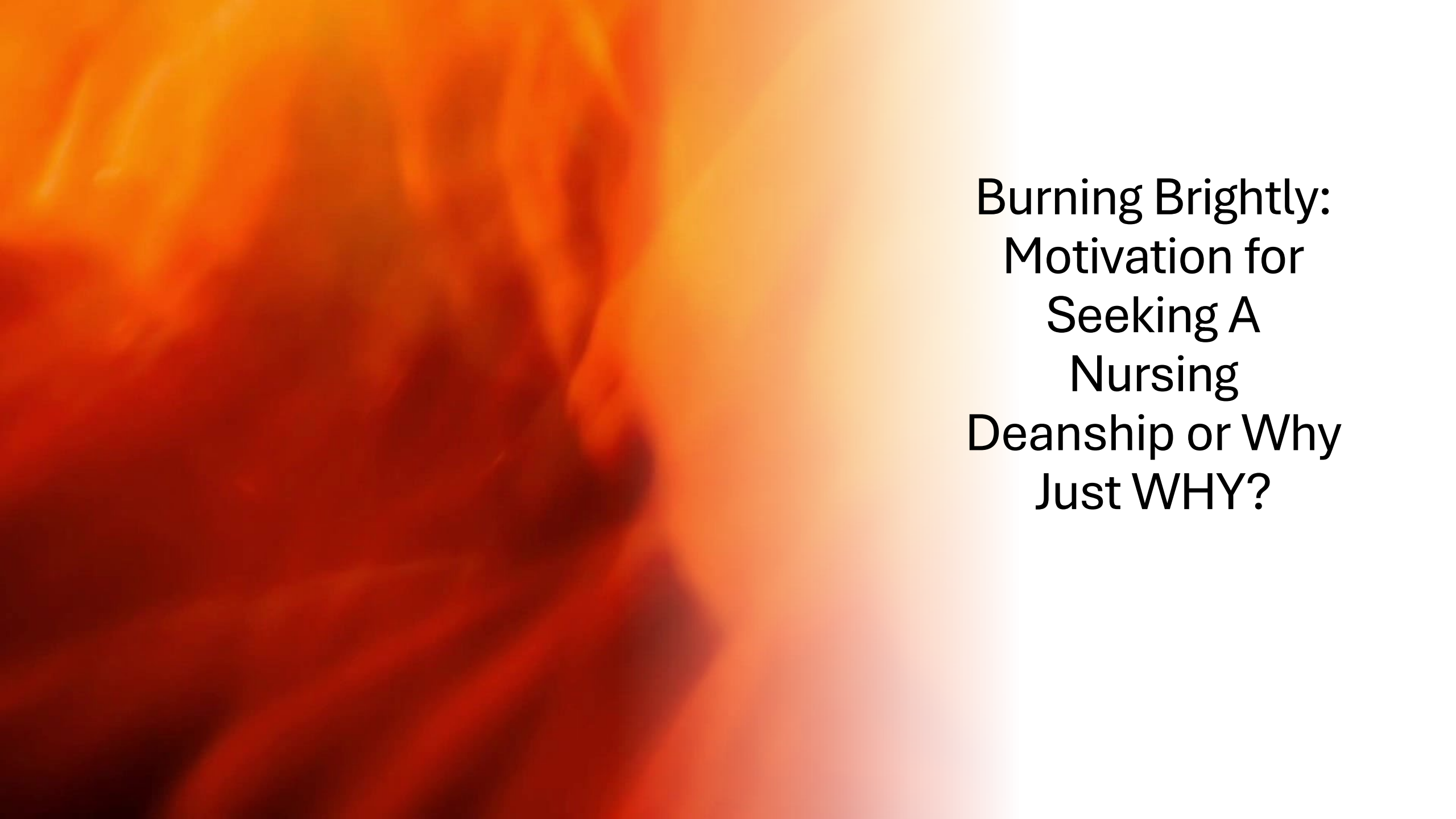


Dean of Nursing Dilemma

Susan Apold, PhD, RN, AGNP-BC, FAAN, FAANP
Dean and Professor
Chestnut Hill College
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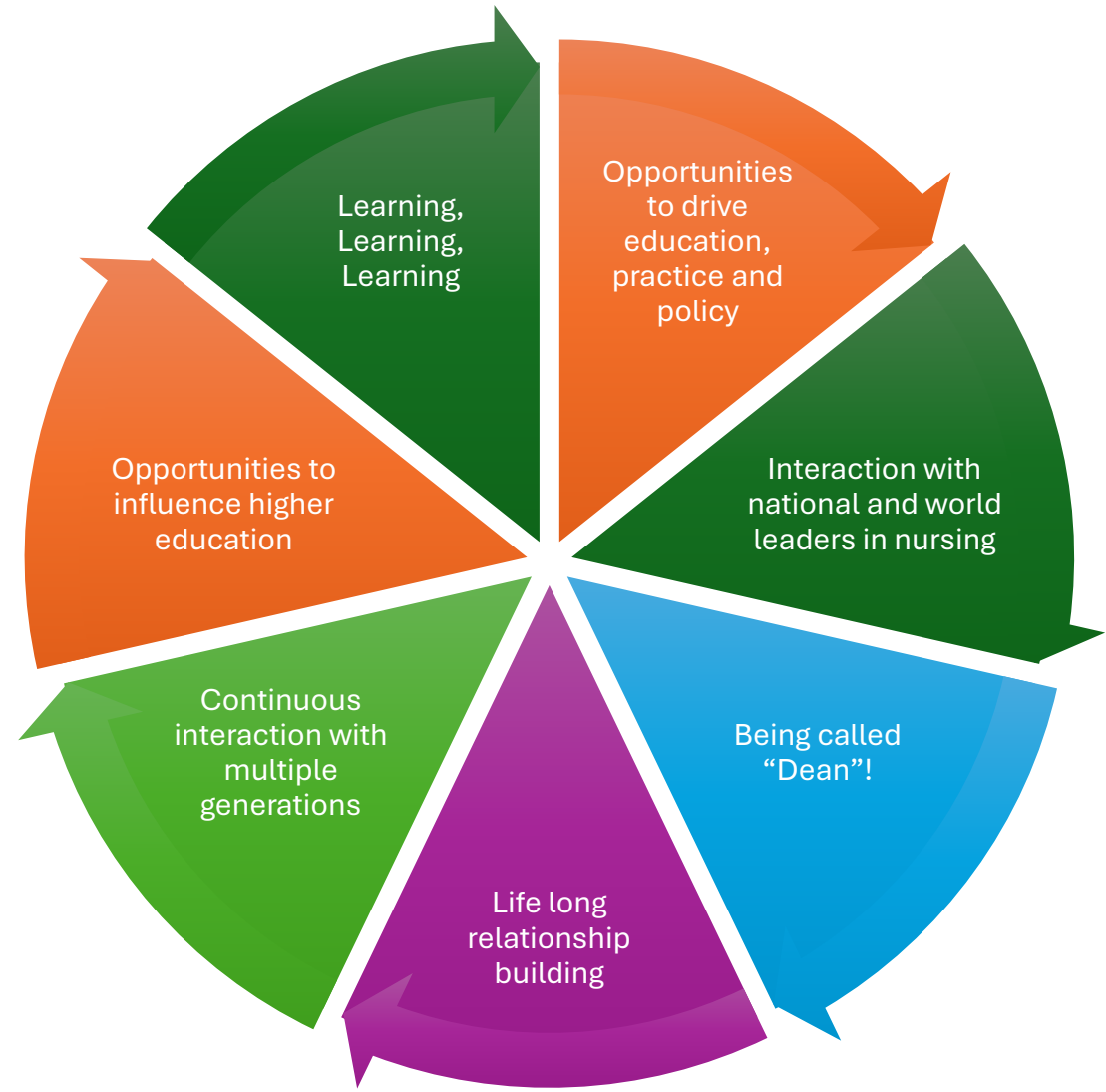
Learning Objectives

- Recognize the impact of the Nursing Dean shortage on the profession of nursing
- Evaluate the role of Nursing's history on current challenges in the nursing workforce
- Discuss formal mentorship opportunities for nurse educators pursuing a Dean position in Nursing
- Identify strategies and system changes that will attract nurse educators to Deanships



Burning Brightly:
Motivation for
Seeking A
Nursing
Deanship or Why
Just WHY?

Deanship Satisfiers





Scope of the Problem

Imminent Leadership Vacuum

Salary Disparities

Intense workload and pressures

Limited doctoral program enrollment

Insufficient funding

Lack of preparation for new educators

Equity and diversity issues

Imminent Leadership Vacuum

Retirement: 38% of
Nursing Deans plan on
leaving their positions
within the next 5 years

40% of deans are aged
65 and above (with 13%
aged 70 and above)

19% are
between 60 and
64 years of age

AACN Career Center

7% of vacancies
are Deanships



Salary Disparities

Average Dean of Nursing Salaries

Dean of Nursing Salaries by Percentile

10th Percentile Dean of Nursing Salary \$137,428

25th Percentile Dean of Nursing Salary \$156,368

50th Percentile Dean of Nursing Salary \$177,171


75th Percentile Dean of Nursing Salary \$193,306

90th Percentile Dean of Nursing Salary \$207,996


Salaries: Vice President of Nursing/Year

Range:
195,000—
338,000

Base pay:
126,000—
209,000



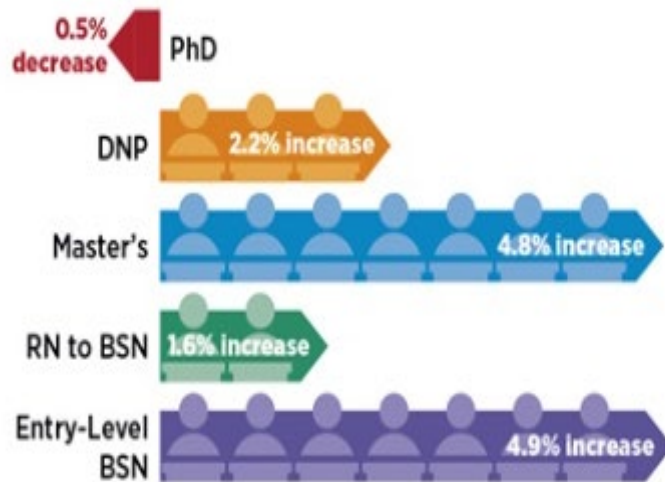
Intense Workload and Pressures

- Responsibilities
 - Teaching
 - Research
 - Service
 - Compliance with Board of Nursing regulation
 - Maintaining relationships with regulatory agencies
 - Adhering to regulatory standards
 - NCLEX: 1st time pass rate: 80%
 - APRN Certification rates: 80%
- 

Limited Doctoral Program Enrollment

ENROLLMENT CHANGES BY PROGRAM, 2023-2024

Percent Change



ENROLLMENT IN DNP AND PhD PROGRAMS, 2015-2024

Thousands





Insufficient Funding

- There is no money
- There is NEVER any money
- Budgets in nursing programs frequently are used to support other programs
 - Nursing faculty salaries are higher than general STEM faculty salaries
 - Nursing program equipment is costly
 - Nursing program enrollments boost general Undergraduate census



Lack of Preparation for New Educators



Equity and Diversity Issues

19% of nursing faculty belong to a minority group
7% are men

Shortage
Exacerbated

Shortage Persists

Impact on the Nursing Profession



Nursing Applications to Programs



Shortage of Nurse Educators



The Dean's Dilemma: Shortage of Academic Leadership



Decreased Acceptance to Nursing Programs

Strategies to Address Shortage

- Legislative
 - The Nurse Faculty Shortage Reduction Act of 2024
 - Grant which would fund closing the pay gap between clinical nursing and nurse faculty roles
- Pay equity
 - With Clinical Practice
 - Commensurate with clinical experience
 - The Nurse Faculty Shortage Reduction Act of 2024
 - Grant which would fund closing the pay gap between clinical nursing and nurse faculty roles

Mentorship Opportunities for New and Aspiring Nursing Deans

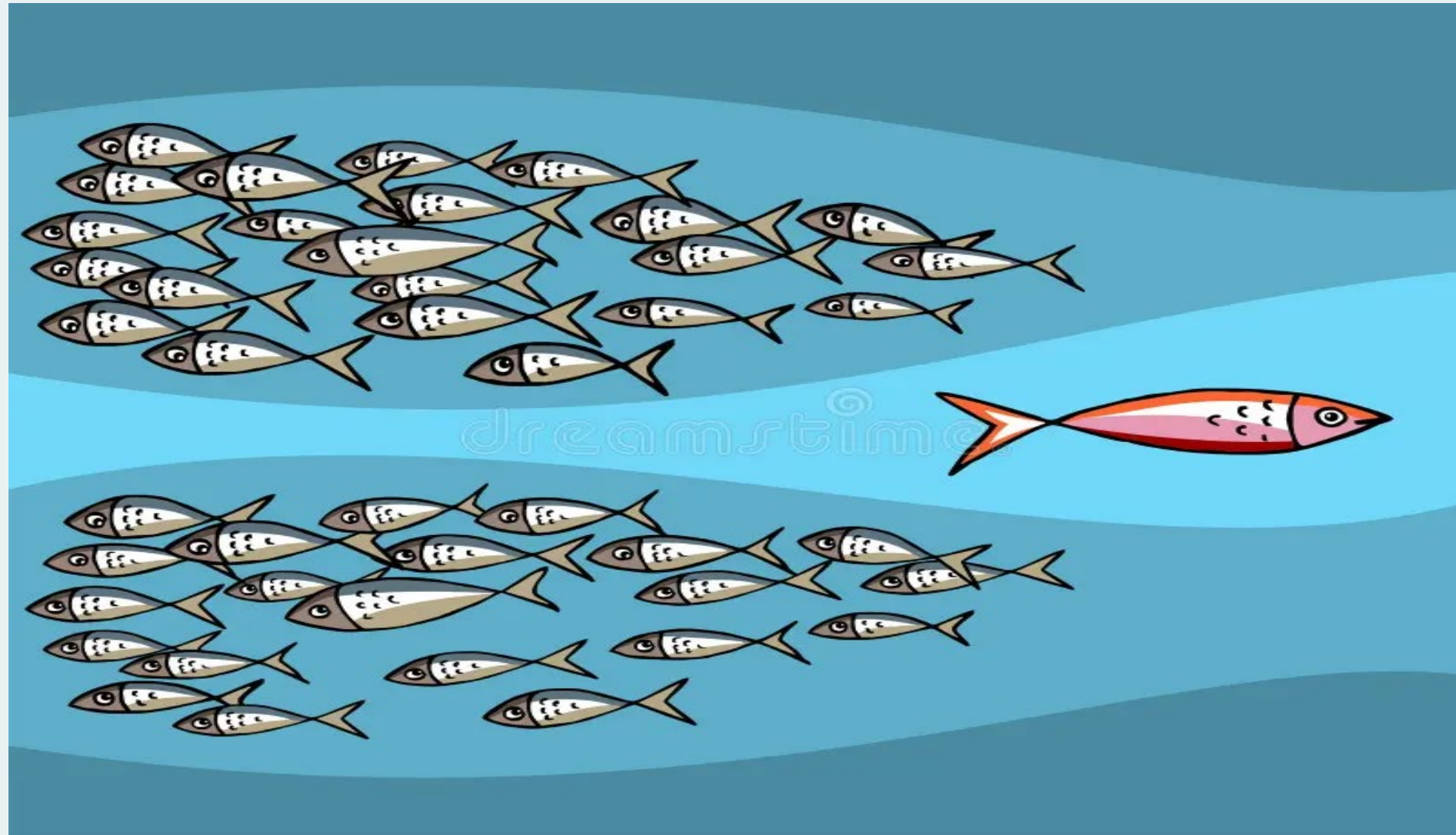
American Association of Colleges of Nursing

- Peer to Peer Mentoring Program
 - Formal program whereby the AACN matches transitioning and early career Deans and experienced Deans
 - Mentee Deans identify topics of interest that are to be explored with Mentor Deans
- Jonas Scholar Mentorship
 - Focused on improving health care by expanding the pool of PhD and DNP prepared nurses needed to educate the next generation of nurse leaders

University Affiliated Mentorship Programs

- Variety of Institutionally based Mentorship programs
- University of Pennsylvania: Nurse Innovation Fellowship

Let's Swim Against the Tide







Imminent Leadership Vacuum

Salaries



Fix them

Nursing leadership must be pedantic in their budgeting.

"Feed the cow" Gloria Donnelly

Discipline	25 th %	75 th %
Medicine	697,438	1 million
Law	262,600	504,000
Nursing	80,000	379,000

Imminent Leadership Vacuum

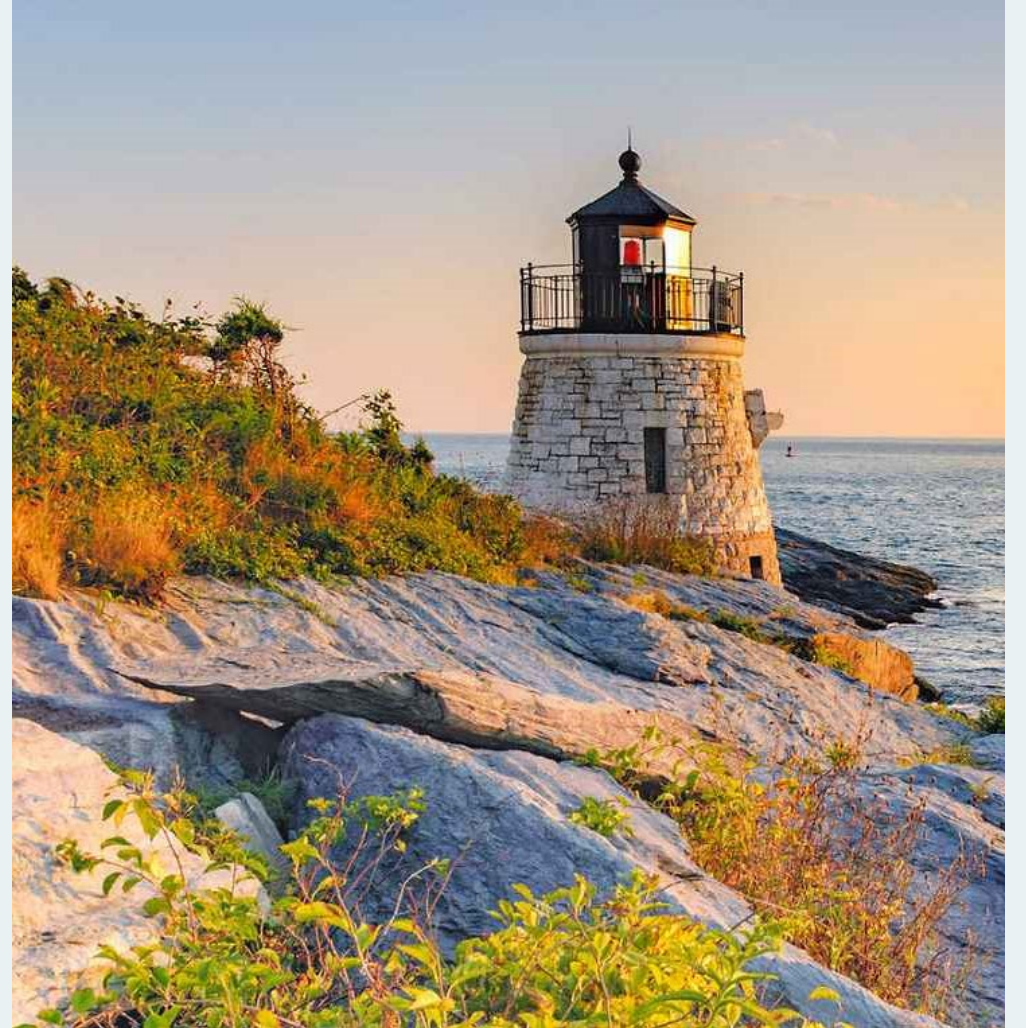
- Intense Workload and Pressures
 - Nursing History and Culture
 - Managing Up—Managing Down-Managing the Middle
 - Provosts, Presidents, Patients and People. . .Oh My!
 - Regulatory burden
 - F-TPR
 - State Boards of Nursing

Imminent Leadership Vacuum

- . . .and let's embrace Equity and Diversity Issues in nursing education



Questions?



References

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